



RESETTLEMENT POLICY FRAMEWORK

GREEN CITY KIGALI PROJECT

July 2021

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Glossary of Terms

Asset Survey: A detailed survey of all buildings, farms, and crops within a Project Area, recording various data such as ownership, constructional and crop details, measurements, photographs, and GPS positioning.

Community: Usually defined as a group of individuals broader than the household, who identify themselves as a common unit due to recognised social, religious, economic, or traditional government ties, or through a shared locality.

Compensation: Cash or in-kind payment for an asset or resource that is acquired or affected by a project at the time the asset needs to be replaced.

Cut-off Date: The date after which people will not be considered eligible for compensation, i.e., they are not included in the list of project-affected persons as defined by the socio-economic survey. Also known as the **Entitlement Cut-Off Date** or **Moratorium Date**.

Displaced Persons: All the people affected by a project through land acquisition, relocation, or loss of incomes and includes any person, household, firms, or public or private institutions who, as a result of a project, would have their (i) standard of living adversely affected; (ii) right, title, or interest in all or any part of a house, land (including residential, commercial, agricultural, plantations, forest, and grazing land), or any other moveable or fixed assets acquired or possessed, in full or in part, permanently or temporarily adversely affected; (iii) business, occupation, place of work, residence, habitat, or access to forest or community resources adversely affected, with or without displacement or (iv) loss of access to fishing grounds.

Displacement Assistance: Support provided to people who are physically displaced by a project. Assistance may include transportation, shelter, and services that are provided to affected people during their move. Assistance may also include cash allowances that compensate affected people for the inconvenience associated with displacement and defray the expenses of a transition to a new locale, such as moving expenses.

Economic Displacement: Loss of income streams or means of livelihood resulting from land acquisition or obstructed resource access (land, water, or forest), resulting from the construction or operation of a project or its associated facilities.

Economically Displaced Households: Households whose livelihoods are impacted by the project, which can include both resident households and people living outside the Project Area but having land, crops, businesses, or various usage rights there.

Encroachers: Those people who move into the project area after the cut-off date and are therefore not eligible for compensation or other rehabilitation measures provided by the project.

Entitlements: The range of measures comprising cash or kind compensation, relocation cost, income rehabilitation assistance, transport assistance, income substitution, and various other allowances.

Expropriation: Process whereby a public authority, usually in return for compensation, requires a person, household, or community to relinquish rights to land that it occupies or otherwise uses.

Host Community: A community in or around the Project Area to which people physically displaced by a project will be resettled that, in turn, may be affected by the resettlement.

Household: A person, or group of persons living together, in an individual house or compound, who share cooking and eating facilities and form a basic socio-economic and decision-making unit.

Involuntary Resettlement: Resettlement refers both to physical displacement (relocation or loss of shelter) and to economic displacement (loss of assets or access to assets leading to loss of income sources or livelihood means) as a result of project-related land acquisition or natural resource access restriction. Resettlement is involuntary when it occurs without the informed consent of the displaced persons or if they give their consent without having the power to refuse resettlement. This occurs in cases of: (i) lawful expropriation or restrictions on land use based on eminent domain; and (ii) negotiated settlements in which the buyer can resort to expropriation or impose legal restrictions on land use if negotiations with the seller fail.

Land Acquisition: The process by which a project acquires land from affected individuals or households in exchange for compensation at replacement value.

Livelihood Restoration: The measures required to ensure that project-affected persons have the resources to at least restore, if not improve, their livelihoods.

Physical Displacement: Loss of shelter and assets resulting from the acquisition of land associated with a project that requires the affected person(s) to move to another location.

Project: The Green City Kigali Project, referred to as “the GCK-related projects” in this RPF.

Project-affected Household: All project-affected household members, whether related or not, operating as a single socio-economic and decision-making unit.

Project-affected Person (PAP): Persons who, as a result of project implementation, lose the right to own, use, or otherwise benefit from a built structure, land (residential, agricultural, or pasture), annual or perennial crops and trees, or any other fixed or moveable asset - either in full or in part, permanently or temporarily - regardless of whether or not they are required to physically relocate. PAPs may be impacted in the following ways:

- Standard of living adversely affected, whether or not the PAP must move to another location;
- Right, title, or investment in any house, land (including premises, agricultural, and grazing land) or any other fixed or movable asset temporarily or permanently possessed or adversely affected;
- Access to productive assets temporarily or permanently adversely affected; or business, occupation, work, or place of residence or habitat adversely affected.

Rapid Asset Survey: An initial asset survey of all buildings within the Project Area at the Entitlement Cut-Off Date, recording basic information such as external measurements, photographs and GPS positions, with the aim of recording all buildings as rapidly as possible and minimizing post-moratorium speculation.

Relocation: A process through which physically displaced households are provided with a one-time lump sum compensation payment for their existing residential structures and move from the Project Area.

Replacement Cost: An asset's market value plus transaction costs. Compensation rates for lost assets must be calculated at full replacement cost. IFC defines "replacement costs" for land and structures as follows:

- **Agricultural Land:** The market value of land of equal productive use or potential located in the vicinity of the affected land, plus the cost of preparation to levels similar to or better than those of the affected land, plus the cost of any registration and transfer taxes
- **Land in Urban Areas:** The market value of land of equal size and use, with similar or improved public infrastructure facilities and services preferably located in the vicinity of the affected land, plus the cost of any registration and transfer taxes.
- **Household and Public Structures:** The cost of purchasing or building a new structure, with an area and quality similar to or better than those of the affected structure, or of repairing a partially affected structure, including labour and contractors' fees and any registration and transfer taxes. In determining the replacement cost, depreciation of the asset and the value of salvage materials are not taken into account, nor is the value of benefits to be derived from the project deducted from the valuation of an affected asset.

Resettlement / Relocation Assistance - Support provided to people who are physically displaced by a project. Assistance may include transportation, food, shelter, and social services that are provided to affected people during their relocation. Assistance may also include cash allowances that compensate affected people for the inconvenience associated with resettlement and defray the expenses of a transition to a new locale, such as moving expenses and lost workdays.

Resettlement Policy Framework (RPF): A resettlement policy framework is required for projects that cannot be fully defined before project approval or have sub-projects or multiple components. This instrument may also be appropriate where there are valid reasons for phasing or delaying the implementation of the resettlement, provided that the implementing party provides an appropriate and concrete commitment for its future implementation.

Socio-economic Survey: A detailed survey of all Project Area households, recording detailed demographic and socio-economic data at the household and individual level.

Speculation: The erection of buildings or structures, or planting of crops within the Project Area, with the sole aim of claiming compensation from the Project Proponent. Speculation may occur pre-Cut-off (before the Entitlement Cut-Off Date has been declared), or post-Cut-off (after the Entitlement Cut-Off Date).

Stakeholders: Any and all individuals, groups, organisations, and institutions interested in and potentially affected by a project or having the ability to influence a project

Vulnerable Persons: People who, by virtue of gender, ethnicity, age, physical or mental disability, economic disadvantage, or social status, may be more adversely affected by resettlement than others and who may be limited in their ability to claim or take advantage of resettlement assistance and related development benefits.

Abbreviations and Acronyms

CCC	Community Coordination Committees
CBO	Community Based Organisation
CDP	Community Development Plan
CSO	Civil Society Organisation
DA	District Authorities
DLB	District Land Bureau
DLC	District Land Commission
DTF	District Task Force
ESCP	Environmental and Social Commitment Plan
ESIA	Environmental and Social Impact Assessment
ESMF	Environmental and Social Management Framework
ESMMP	Environmental and Social Management and Monitoring Plan
ESMP	Environmental and Social Management Plan
ESMS	Environmental and Social Management System
ESS	Environmental and Social Standards (of the World Bank)
ESS5	Environmental and Social Standard 5 (Land Acquisition, Restrictions on Land Use and Involuntary Resettlement)
FBAS	Full Built Asset Survey
FONERWA	Rwanda Environment and Climate Change Fund / Rwanda Green Fund
GCF	Green Climate Fund
GCK	Green City Kigali
GCKPT	GCK Project Team
GoR	Government of Rwanda
ha	hectare
hh	household
HIV/Aids	Human Immunodeficiency Virus/ Acquired Immune Deficiency Syndrome
HoH	Head of Household
IFC	International Finance Corporation
IGA	Income Generating Activities
ILO	International Labour Organisation
IRPV	Institute of Real Property Valuers
KfW	Kreditanstalt für Wiederaufbau (German Development Bank)
KCMP	The Kigali City Master Plan
LAC	Land Adjudication Committee (at Cell level)
LART	Land Access and Resettlement Team
LC	Livelihoods Committee
LEP	Local Employment Plan
LMT	Livelihood Management Team
LPP	Local Procurement Plan
LRC	Local Resettlement Committee
LRP	Livelihood Restoration Plan
MC	Mediation Committees
MINAGRI	Ministry of Agriculture and Animal Resources
MINALOC	Ministry of Local Government
MINECOFIN	Ministry of Finance and Economic Planning
MININFRA	Ministry of Infrastructure
MoE	Ministry of Environment
NAEB	National Agriculture Export Development Board
NGO	Non-Governmental Organisation

NISR	National Institute of Statistics Rwanda
PAH	Project Affected Household
PAP	Project Affected Person
PIU	Project Implementation Unit
RAP	Resettlement Action Plan
RAS	Rapid Asset Survey
REMA	Rwanda Environment Management Authority
RHA	Rwanda Housing Authority
RLMUA	Rwanda Land Management and Use Authority
RPF	Resettlement Policy Framework
RSSB	Rwanda Social Security Board
RURA	Rwanda Utilities Regulatory Authority (RURA)
RVT	Resettlement Verification Team
LAC	Land Adjudication Committees
LRC	Local Resettlement Committee
LODA	Local Administrative Entities Development Agency
SME	Small and Medium Enterprises
SWECO	International Consulting GCK Project (Swedish Consultants)
VGGT	Voluntary guidelines on the responsible governance of tenure of land, fisheries and forests in the context of national food security
VMC	Village Mediation Committee
VS	Valuation Specialist (certified valuer)
VUP	Vision 2020 Umurenge Program
WB	World Bank

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Appendix

Appendix 1: Types of Data Required for RAP Development (Data Matrix)

Appendix 2: Structure for Subproject RAPs

Non-Technical Summary Executive Summary

Introduction

Rwanda's population of 11 million is anticipated to more than double to approximately 26 million inhabitants by the middle of the century. Since it is already one of the most densely populated countries in the world, the pressure on available land will further increase. Migration from rural areas to cities is estimated at a constant 4% a year, further exacerbating the need for effective rural planning and public infrastructure.

Sustainable and integrated urban planning is needed to ensure that towns do not expand erratically, developing slums and intolerable traffic levels. Sustainable urban development and housing concepts are growing in significance. As a result, the topic is an important part of Rwanda's national development and anti-poverty strategy. To show how a city of the future could look like, Rwanda launched a project by the name of Green City Kigali (GCK) hereafter referred to as The Project / GCK . The GCK Project is an urban planned neighbourhood that will be the first Green City in Africa. The GCK Project's goal is to provide an urban development model for increased resilience against climate change consequences and to ensure sustainable socio-economic development in Rwanda.

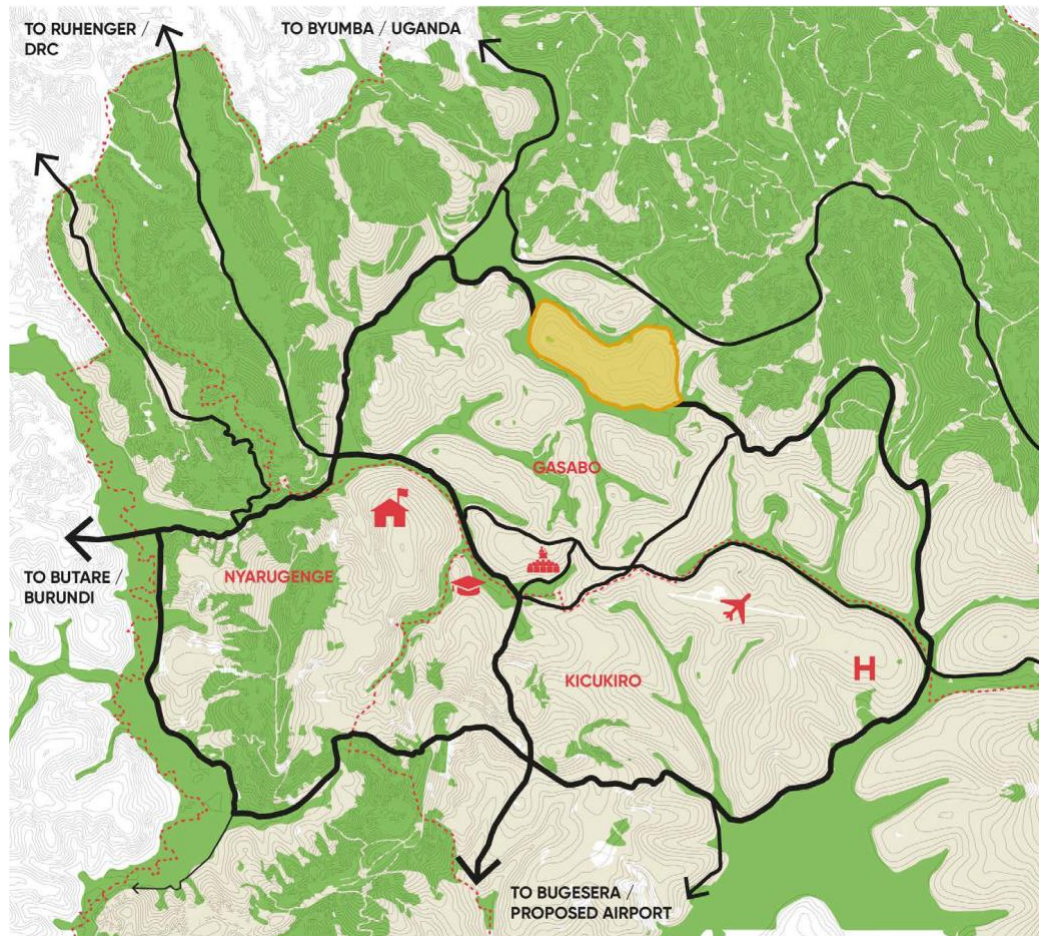
The Project is located on Kinyinya Hill in the northeast of the central business district of Gasabo, Kigali. The site has its main access from Kigali centre in the south through the districts of Nyarutarama and Remera.

The Project developments are guided by the GCK Project Masterplan and corresponding design boards submitted by Feilden Clegg Bradley Studios (FCB, 2020,). The Masterplan was developed for the overall 600 ha Project area on Kinyinya Hill in the Gasabo District of Kigali Province. According to the Masterplan, the Project will include:

1. A new enhanced urban area including green housing for low to middle-income inhabitants, commercial spaces, light industrial areas, schools, hospitals, recreational areas, sports facilities, and green areas. According to the Masterplan, the following six key components will be implemented;
2. An arterial high street, a loop road linking neighbourhoods with the wider city;
3. Sloping colonnaded streets;
4. A series of neighbourhoods each with its own social and commercial centre;
5. A hilltop landscape for recreation, sports and social gatherings;
6. Shared primary schools which form links between landscape and built communities; and
7. Integration with the existing developments.

The Figure below provides a broad overview of the location of the Project.

Figure 1: Key Green City Kigali Project Area



More specifically, the Figure 2 depicts the zonal Masterplan, which outlays the planned zones for different purpose of use. The Project Area is divided into use for education (primary school), healthcare, commercial use, parks and recreation, public open spaces, community facilities, utilities, and residential zones.

Figure 2 Zonal Masterplan for the GCK Project



The development of the Project is divided into the following four phases, with each phase guided by the development of specific safeguard documents.

Phase	Description	Relevant Safeguard Documents
Phase A: Feasibility Assessment	Analysis of the current situation in Kinyinya Hill and design of sustainable and green solutions framework	<ul style="list-style-type: none"> ➤ Mid-term Feasibility Study: Prepared in 2019 by SWEKO reviewing strengths and weaknesses of the Project ➤ Pre-Environmental and Social Impact Assessment: Prepared by SWEKO in 2019 to highlight potential environmental and social issues related to the Project and how these might be addressed

Phase B: Design Competition	Development of the Masterplan to guide the Project developments	<ul style="list-style-type: none"> ➤ FCB Masterplan: Developed in 2020 by Feilden Clegg Bradley Studios to cover the development of the developed for the overall 600 ha Project area
Phase C: Detailed Design	Development and design of all Sub-Project components	<ul style="list-style-type: none"> ➤ High Level ESIA: Developed by ERM in 2020 to characterize the over-arching environmental and social (E&S) impacts and risks of the Project based on their significance, and in line with the Applicable Standards ➤ Social Management Framework (ESMF): Developed by ERM in 2020 to support the assessment of the risks and potential impacts associated with the Project and its components and includes adequate safeguard principles and procedures to minimize, mitigate and manage these potential impacts on a project and sub-project level ➤ Stakeholder Engagement Framework (SEF): Developed by ERM in 2020 to provide applicable guidance and set requirements for the various elements of adequate stakeholder engagement to be undertaken for the Green City Kigali Project ➤ Resettlement Policy Framework (RPF): Developed by SRA in 2020 to provide a decision-making tool used and institutional repository of resettlement related information to develop a consistent approach to resettlement planning and implementation, including objectives, guiding principles and key strategies, phasing, schedule, and cost for

		all Green City Kigali Sub Projects
Phase D: Construction	Design of all Project components	<ul style="list-style-type: none"> ➤ Sub Project ESIA: To be developed applying the principles and procedures outlined in the High Level ESIA but will characterize the specific environmental and social (E&S) impacts and risks of the Sub Project based on their significance, and in line with the Applicable Standards ➤ Sub Project Resentment Action Plan (RAP): The core management plan that will apply the principles and procedures set out in the RPF and apply specific procedures and the actions that the Sub Project will take to mitigate adverse displacement impacts, compensate losses, and provide development benefits to persons and communities affected by land access and resettlement.

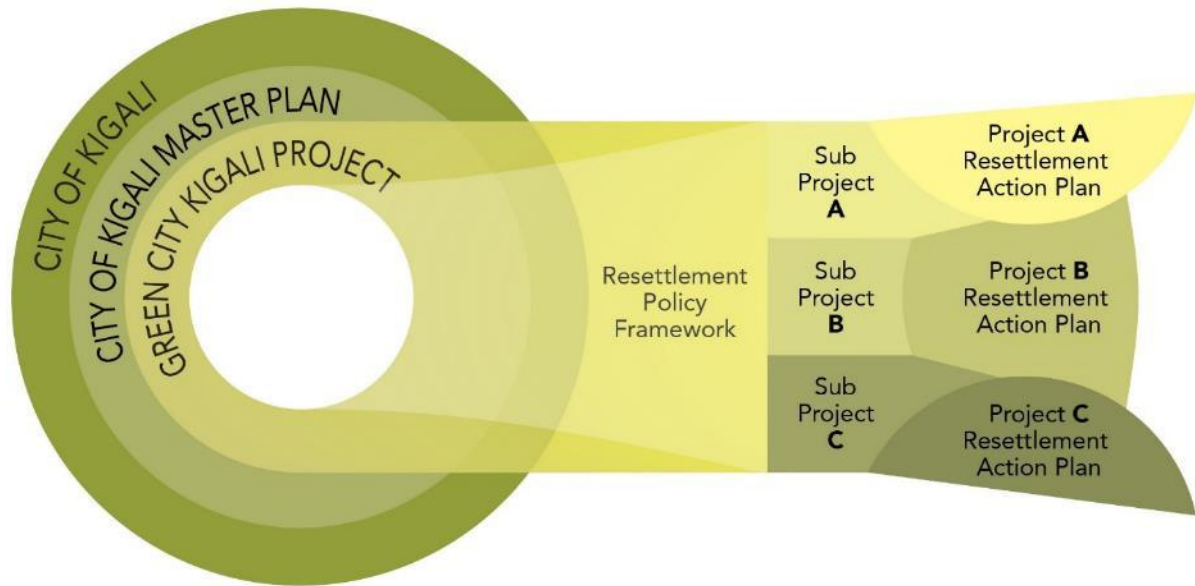
The rationale for developing this RPF is to provide:

- A decision-making tool used to develop the approach to resettlement planning and implementation, including objectives, guiding principles and key strategies, phasing, schedule, and cost
- Outline key actionable items for subsequent RPF updates
- Provide a concise methodology for ensuring the RPF remains a living document including tools for FONERWA to develop and maintain an institutional repository of RPF related information to effectively guide the development future RAPs in a consistent manner, incorporating procedures and principles outlined from an up to date RPF embedded with benchmarking and lessons learned
- A framework for developing subsequent RAP(s) and other supporting social management plans (e.g. Stakeholder Engagement Plan) and procedures.

The Project is still in the early development phase and therefore this RPF Version 1 outlines the proposed approach for any developments comprising the GCK and the resettlement and compensation framework. Once related Project components and impacts have been fully assessed, standalone Resettlement Action Plans (RAPs) will document the final proposed compensation entitlements and implementation schedules.

Given the nature of the Project, the RPF includes sub sections guiding the steps or processes to be undertaken by FONERWA to ensure regular updating of the RPF as well as an institutional repository of relevant Project related information that will be integral to ensuring Sub Project continuity and alignment.

Figure 3: Resettlement Management Plan Linkage Mapping



Baseline Data Collection & Analysis

Data collection serves as a crucial tool for informing the next versions of the RPF and related sub-project RAPs. Data collection will support the Project in obtaining details regarding displacement impacts of the respective Sub-Projects which will inform the targeted support measures under the RAPs. The following Section outlines important aspects of the data collection process.

The GCK Project undertook initial baseline socio-economic data collection to gain an understanding of Project impacts and potential numbers of affected households and assets. Imagery of the entire Project Area was obtained and overlaid with proposed project infrastructure and land uses. From this assessment, potential numbers of affected households, assets, and requirements for comprehensive household and asset surveys were identified. Data reflected in this RPF Version is drawn from the 2012 census, which targeted 20% of households living within the 600ha of the Kinyinya Hill site.

Based on the census, Kinyinya sector comprises of 16,507 households with an average household size of 3.5 persons. The population of Kinyinya is predominantly male and 82.6% of the households are headed by male, while 17.4% are headed by female. The sector is heavily urbanised with 91.9% of the population living in urban areas. Assessment of the district's active population indicates that 5.1 % depend on farm wages and 47.9 % on non-farm wages. Gasabo District's agriculture sector is mostly based on cultivation of avocado

(42.9%) and French beans (36.1%), as well as on cash crops like sugar cane (5%) and coffee (2.8%).

Given the limited data-gathering thus far, and the fact that the survey was based on a 20% sample from the 2012 census, further comprehensive data-gathering and analysis will be required the Project which will be carefully scheduled to coincide with any Sub-Project Cut-off Date declaration.

Detailed PAP household data will be collected and will serve five purposes:

- 1) PAP household identification
- 2) Vulnerable household identification
- 3) Inform the establishment of household and community-level compensation entitlements
- 4) Impacts and mitigation measures strategy
- 5) Yield basic social and economic information for appropriate livelihood and vulnerable assistance development packages
- 6) Inform budget and cost estimates for RAP implementation
- 7) Provide quantifiable baseline data for future RAP implementation monitoring and evaluation.

The key steps and surveys are discussed further below. In order to ensure integration of all Project data collection, a preliminary data matrix (**Appendix 1**) has been developed and provided. FONERWA, as the institutional information repository for the Project will regularly update the survey matrix and data collection forms and ensure all sub-project data collected is compatible. The next iteration of the RPF must include a standard socio-economic survey form that can be applied for all RAPs. Community Coordination Committees of the Sub-Projects and local authorities will play a crucial role in supporting the Sub-Project data collection process, particularly related to facilitation.

The ESRI GIS already in use as part of the ESIA process and will be adapted to create a database for all data collected. Data will be housed in an integrated Project database that will be developed for the effective storage and analysis of all baseline data. The database will contain all baseline survey details, including integration with the ESIA data within a secure system, allowing for effective data analysis. The data will also be linked to a mapping system, which will include all Project Area productive lands and structures.

The database will be used to assist in survey data analysis, assessment, and asset valuation for compensation, compensation payment, sign-off, and moves of resettling households and future project monitoring and evaluation.

Stakeholder Engagement

The overall goal of consultation and stakeholder engagement is to establish an ongoing, accessible, and constructive dialogue with PAPs and other interested individuals and organisations so their views and concerns can be accounted for in project decisions in accordance with international good practice.

Given the Project is currently in the planning phase and specific designs of various Project components are yet to be undertaken and finalised, a general framework for stakeholder engagement is relevant as the outlined principles can be adjusted and applied to the various Project components. The overall aim of the Stakeholder Engagement Framework developed as part of the ESIA process is to provide a framework to identify the actions the Project needs

to undertake to ensure that a timely, consistent, comprehensive, coordinated and culturally appropriate approach is taken to consultation and project disclosure. The framework includes the core principles and applicable guidance for stakeholder identification and mapping, engagement, information disclosure, consultation meetings and public participation.

The SEF can be used to guide the development of project specific Stakeholder Engagement Plans (SEP), which will define the official stakeholder engagement processes for the various project activities taking place. Building off the principles and approaches laid out in the SEF, this RPF provides an overview of a Stakeholder Engagement Plan tailored for land access and resettlement purposes.

This high-level resettlement specific SEP aims to improve and facilitate decision-making and create an atmosphere of understanding that actively involves individuals, groups, and organisations that can affect, or be affected by, Project development.

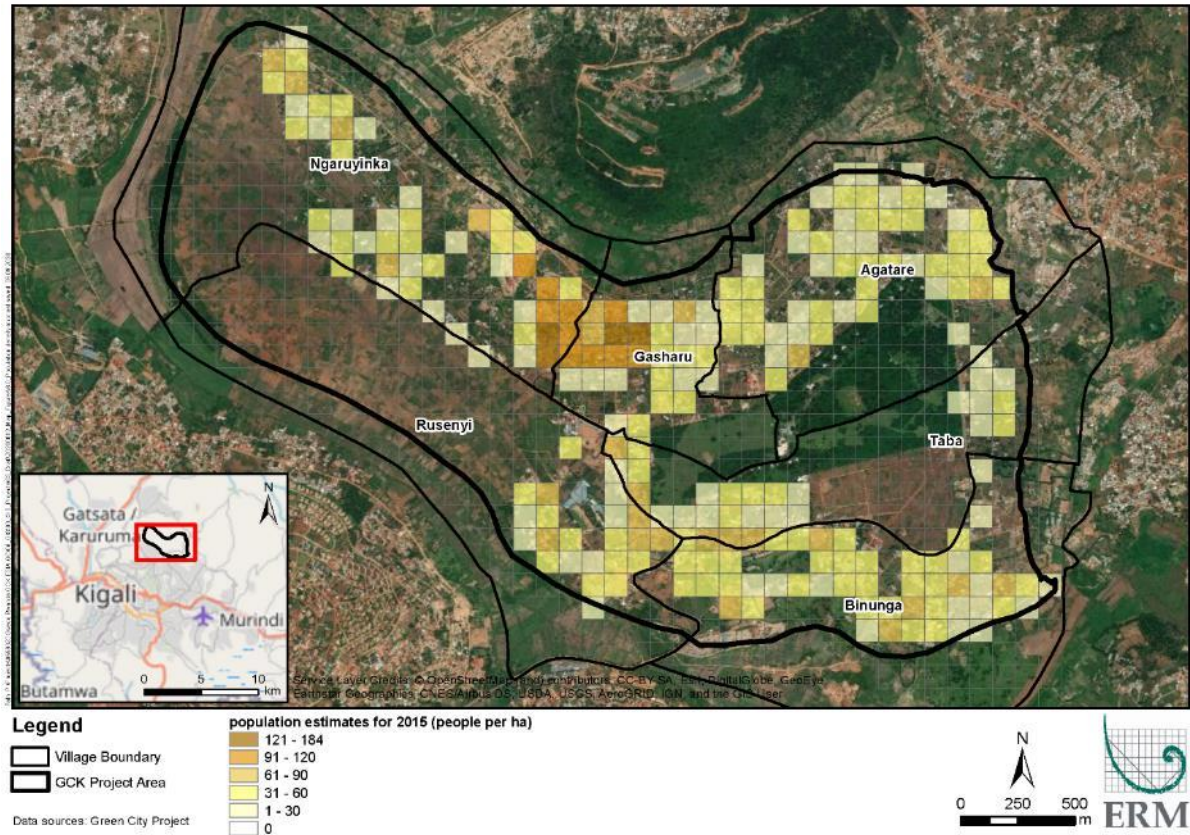
Impacts and Mitigation Measures

This Preliminary RPF seeks to identify the broad PAP categories and all potential adverse land-take-associated impacts on their livelihoods. This is based on the surveys, desk-based analysis, and ground-truthing undertaken to date.

The GCK Project identified and analysed potential positive and negative impacts and linked them to specific Project activities and phases during the Mid-term Feasibility Study. Identified impacts were examined in light of their characteristics i.e. nature (positive or negative), extent (spatial), occurrence (one-off, intermittent, or constant), magnitude, reversible or irreversible, direct or indirect, probability of occurrence, and significance with and without mitigation. The land currently includes a sizable government-owned parcel, along with existing agricultural and village community areas with social housing. Six villages lie within the Project area. According to the preliminary results of the 4th Population and Housing Census (RPHC4¹) the Kinyinya sector had a population of 57,846 inhabitants.

The following Figure provides an overview of the distribution of the population density in the six villages.

¹ National Institute of Statistics of Rwanda (2012) Fourth Population and Housing Census, Rwanda. Available at: <https://www.statistics.gov.rw/publication/rphc4-atlas>

Figure 4: Population Estimate and Density (2015 Data)

Identified possible impacts include:

- Loss of farm buildings and other structures (toilets, animal pens)
- Loss of agricultural land access
- Loss of pasture land access
- Loss of commercial trees and standing crops
- Loss of business income during transition
- Reduced income resulting from these losses.

The next version of the RPF (or component / sub-project RAPs) will identify all PAPs as well as all adverse Project-associated impacts on their livelihoods associated with land acquisition.

As already noted, once detailed design of infrastructure is completed, additional impacts will need to be considered.

Project-affected households are eligible for compensation and other assistance if they have a “legitimate interest” in respect of “immoveable assets” in the Project Area that are in place (i.e. established, in the case of crops or constructed, in the case of buildings) at the time of the Entitlement Cut-off Date. “Legitimate Interest” in immoveable assets at the household level is usually held by a single member: the household head. Through traditional and family practice, the household head is typically the most senior male member of the household. In some instances, the legitimate interest may be held jointly, i.e. by the household head and his/her

spouse, or with other members of the extended family. When the household head dies, the GCK Project requires that other household members identify the inheritor through a court order before compensation will be paid.

Note that “Legitimate Interest” is not synonymous with ownership. Even those Project-affected persons/households/communities with no recognizable legal right or claim to the assets they are occupying are considered eligible for resettlement assistance. It is likely that there will be cases where PAPs do not have title deeds and may not have proof of ownership of crops and/or trees. A system will be created for such cases that may arise².

Livelihood Restoration

Based on the existing data, it appears that the critical GCK Project livelihood impacts will be on urban and agricultural based livelihoods. Project Area farming includes homestead gardeners, small-scale and commercial farmers. Some PAPs rely on crop and livestock production as their primary source of food and income. In order to maximise the potential for rapid and effective livelihood and income restoration -- and ideally, improvement – the ability to farm as soon as possible after resettlement is critical.

The GCK Project will develop a comprehensive suite of livelihood and community development measures aimed at enhancing livelihoods and economic well-being. These will contribute to general community-wide development and will particularly target those affected by land acquisition. These programs will undergo regular monitoring, evaluation, and review. In addition to developing specific programs to address livelihood restoration, development, and replacement, the GCK Project approach to livelihoods restoration requires that all Project decisions mainstream livelihood considerations. All land access, resettlement, urban planning, housing and infrastructural development aspects are considered in terms of livelihood implications to ensure all Project decisions promote livelihood restoration and development.

A household livelihood needs assessment will be undertaken as part of the full suite of surveys and will aim to capture a holistic view of the existing livelihoods. This will allow an initial assessment of each household’s livelihood restoration program requirements, which may incorporate programs to restore farming practices, including facilitating land access, as well as temporary hardship assistance in certain cases.

Previous experience in Rwanda has demonstrated success in livelihood programs aimed at agriculture and financial literacy training. Evidence from the FONERWA RAP in Gicumbi district included:

- The Agriculture Program: This was the primary mechanism to restore livelihoods, addressing issues of food security and income generation. This should be implemented through: (i) Increased access to key agricultural inputs by farmers, (ii) Increase availability and quality of key agricultural and livestock services (Provision of drugs and vaccines);
- Financial Management Training Program: (i) Improve PAPs utilization and management of cash resources, (ii) Improved utilization of compensation money for long term sustainable livelihood initiatives.

The next iteration of the RPF, should build upon the lessons from Gicumbi and develop a more tailored set of livelihood programs.

² Precedent from similar projects involves PAPs being assisted to obtain Form 33 (a temporary ownership document), authorised by the cell and sector, which acts as a temporary acknowledgement of moveable property ownership which has been sufficient for approval of compensation pay-outs.

A Community Development Plan (CDP) will be implemented in conjunction with the livelihood Programs to help ensure that Project-affected communities (including host communities) share in project benefits to the utmost extent possible.

Temporary Hardship and Vulnerability

Vulnerable persons are defined as those who “by virtue of gender, ethnicity, age, physical or mental disability, economic disadvantage, or social status, may be more adversely affected by resettlement than others and who may be limited in their ability to claim or take advantage of resettlement assistance and related development benefits”.

Vulnerable PAPs are those likely to be adversely affected by project impacts and/or are more limited than others in their ability to take advantage of a project's benefits. Such an individual or group is also more likely to be excluded from or unable to fully participate in the mainstream consultation process and, as such, may require specific measures and/or assistance to do so. Vulnerability may be viewed in the context of two stages:

- 1) Pre-existing vulnerability
- 2) Temporary hardship vulnerability caused by project-related physical and economic displacement.

The Project is chiefly concerned with avoiding, or mitigating, project-induced vulnerability. In doing so, it is important to be aware of households with pre-existing vulnerabilities. Such households may be poorly equipped to handle the shocks of resettlement or may need additional assistance to engage effectively with the Project, understand their rights, and access potential assistance.

Further analysis through follow-up surveys will assess additional impacts which may be exacerbated by limited home food plot size, small farm fragmentation, and location. Village-level participatory poverty assessment findings, undertaken as part of the Gasabo Ubudehe program, will also be considered.

The GCK Project Livelihood Program is the primary mechanism to address issues of resettlement-related landlessness, homelessness, and joblessness. A Temporary Hardship Assistance Program will be developed to target those households identified as requiring additional support for a time during and after resettlement. Vulnerability will be determined on a household basis, initially determined through asset and socio-economic survey analysis. Data will also be triangulated through interfacing with the district social welfare departments, NGOs, traditional leaders ,and other key persons. An initial weighting and screening will identify potentially vulnerable households for follow-up visits and interviews.

A full assessment of potentially vulnerable households will be conducted, working from the existing socio-economic and asset surveys and additional information gathered through follow-up surveys and the Gasabo Ubudehe Program³. The Ubudehe Program was launched in 2001 as part of partnership between the Ministry of Finance and Economic Planning and the Ministry of Local Government in a bid to draft the Poverty Reduction Strategy Paper, PRSP. During field visits of Ubudehe facilitators identify characteristics of poverty in order to

³ Government of Rwanda. Local Administrative Entities Development Agency
<https://loda.gov.rw/programs/ubudehe/#:~:text=Ubudehe%20Program,operations%20for%20food%20security%20purposes.>

inform poverty reduction strategies. According to the WHO⁴, the Ubudehe program and its associated Database was created in 2001 and is regularly updated. The database facilitates planning of interventions meant for the poor and vulnerable population groups and it is based on evidence and accurate data. The Project will incorporate the existing data with any collected as part of the surveying processes.

Cultural Heritage Protection

Cultural heritage, in its many manifestations, is important as a source of valuable scientific and historical information, as an economic and social development asset, and as an integral part of people's cultural identity and practice. It is important to note that cultural heritage can be both tangible and intangible.

The Project needs to take account of intangible cultural heritage such as the traditional practices, lifestyles, heritage and shared history of communities. This may include working with communities to ensure recording of cultural histories, stories, and music, as well as supporting the protection and enhancement of heritage through provision of cultural centres and other supports. The essential goal is to ensure resettlement does not adversely impact such heritage, but ensures community cohesion and continuity.

At this stage, a stand-alone Cultural and Heritage Management Plan is not warranted, however, the Project will develop a Chance Finds procedure. Examples of chance finds may include an archaeological site, which has remained unnoticed or undocumented in the past or a site of cultural / heritage significance which had not been identified previously.

The Project will ensure access to an archaeologist to be available during construction activities including training environmental professionals on site on chance find procedures. The specialist will address on-going cultural heritage issues that may be encountered throughout the project development.

Grievance Management

The GCK Project will establish a grievance mechanism early in the Project planning phase that is prepared to manage complaints in a systematic manner to facilitate speedy dispute and grievance resolution, and to promote trust and build a positive rapport between the GCK Project and its external stakeholders.

A grievance can be made by an individual, a household, or a group/community - anyone can lodge a grievance. Grievances may be raised informally or formally. An informal grievance is one raised verbally, mostly requesting for clarification of facts or process, it can be channelled through the Community Coordination Committee members (CCC). A formal grievance is a written complaint raised through the Cell or Sector offices, mostly on issues of misinformation, exclusion from project opportunities, discrimination, inadequate communication or inadequate response to previously raised issues.

- For **informal grievances**: Informal grievances shall be raised verbally to the CCC during common public meetings held weekly. Verbal responses shall be given to the satisfaction of the complainant. If the response does not satisfy the complainant, the grievance shall be formalised by putting it in writing and submitting it to the cell or the

⁴World Health Organization (WHO). Rwanda's Performance in Addressing Social Determinants of Health and Intersectoral Action. 2018. https://www.afro.who.int/sites/default/files/2018-03/Rwanda_s_Performance_in_Addressing_Social_Determinants_of_Health_and%20intersectoral%20action%20final%20Report.pdf

sector office. All informal grievances raised at these weekly meetings will be referred to the Project Implementation Unit (PIU) for action, while the formalised grievances shall follow the formal procedure (see second bullet point). Actions taken by the PIU to redress informal grievances shall be documented and considered at the Project Steering Committee (PSC) quarterly meetings.

- For **formal grievances**: Grievances shall be raised at cell or sector offices by recording them on grievance forms. Forms shall be consolidated into a report and sent weekly to the District Good Governance unit, which shall keep record of all grievances sent to the District. Grievances shall then be considered by the Executive secretary and his management team and resolutions made to the complainant's satisfaction. Written response to the complainant shall be done via the District Good governance office and circulated through sector and cell offices. Unresolved grievances (i.e., those unsatisfying responses to the complainant) will be raised for redress at each level in chronological hierarchy from the District to the District Joint Action Development Forum (JADF) and then to PSC and to the office of Ombudsman. At each level, documentation of the grievance and redress response, status reports of all grievances, resolutions and actions taken shall be taken. Records of such reports shall be kept at the District Good governance unit and the PIU.

At each level of the project Grievance Redress Mechanism, complaints will be targeted to be solved within a period of 24-48 hours or otherwise escalated to the next level. All responses to complaints at any level shall not exceed 14 days. Once at judiciary level, due process as mandated by the law will be followed.

Organisational Framework

Due to the nature of the Project, it is essential that the RPF is regularly updated and remains relevant as the Project evolves and Sub-Projects are implemented. As outlined throughout the RPF, FONERWA will be tasked with the vital role of maintaining up to date templates, guides and repositories of information to ensure continuity and synergies across all Sub-Projects. Therefore, in order to ensure the RPF remains a 'living document' FONERWA will be required to assess its existing capacity and staffing to ensure it can adequately undertake and maintain the RPF and its various repositories that will be critical for guiding all Sub-Projects over the Project lifetime.

The overall coordination of the implementation of Sub-Project RAPs will be the responsibility by the PIU, which will oversee all resettlement planning and coordinate all issues relating to the compensation. Operationally, the PIU will implement the RAPs but with significant guidance and access to key resources provided by FONERWA.

Table 1: FONERWA's Role and Responsibilities as the Project Repository of Information

Topic	Roles and Responsibilities
Baseline Data Collection and Analysis	<ul style="list-style-type: none"> • Regularly update the Survey Data Matrix to ensure it accurately captures all required data points and outlines the relevant survey forms for collecting specific data • Maintain an up to date list of relevant secondary data sources to be shared with all sub projects • Maintaining a living set of survey forms for all relevant sat collection tools that is shared with any approved sub project • Maintain an up to date land use map

Topic	Roles and Responsibilities
	<ul style="list-style-type: none"> • Maintain an appropriate information management system that is aligned with the ESIA that can integrate sub project specific data as applicable.
Stakeholder Engagement	<ul style="list-style-type: none"> • FONERWA will develop and maintain a standard template outlining the approach for Project related sensitisation meetings as well as a guiding list of focus group and key person interview questions. • Maintain an up to date database of external relation activities and lessons learned from Sub-Project engagements • Develop and maintain an up to date stakeholder analysis table and map.
Project Impacts & Mitigation Strategies	<ul style="list-style-type: none"> • Develop and maintain a list of effective influx and speculation management strategies that can be replicated across all Sub Projects. • FONERWA, in conjunction with other relevant agencies, will develop a detailed process for adopting and implementing a land readjustment strategy that can be easily replicated by all Sub Projects. • Provide guidance for all Sub Projects on how to effectively implement the Umutugudu strategy.
Mitigation Measures Framework	<ul style="list-style-type: none"> • Regularly review and update the detailed entitlement matrix to ensure it is applied consistently across all Sub-Projects. • Develop guidance document for valuation of assets to ensure consistent valuation approach is applied across all Sub-Project. This may require developing and maintaining a database of recognised valuers that FONERWA can provide to Sub-Projects.
Physical Displacement	<ul style="list-style-type: none"> • Develop and regularly review and update a detailed guide for Sub-Projects on replacement housing designs. This will require the establishment and regular updating of a database of potential contractors for constructing replacement housing. • Develop and maintain an up to date map of land tenure, availability and market prices for nearby areas where PAPs could be potentially resettled to in order to facilitate PAPs or the effective implementation of the land readjustment strategy.
Livelihood Restoration	<ul style="list-style-type: none"> • FONERWA will develop and maintain a detailed list of potential programs based on a thorough needs assessment of the project area. The database will be updated and include key lessons learned from each program that is implemented. • FONERWA will maintain an up to date lessons learned report, outlining key lessons from any livelihood programs implemented by a Sub-Project. • FONERWA will maintain a practical and up to date tool for housing terms of reference documents, a list of livelihood program implementers and a shortlist of preferred implementing agencies that will be distributed to any Sub Project.

Topic	Roles and Responsibilities
Temporary Hardship & Vulnerable Households	<ul style="list-style-type: none"> • FONERWA will use its institutional learning and lessons learned document to review all Sub Project livelihood programs and offer practical guidance where applicable. • FONERWA will develop and maintain a detailed household vulnerability assessment form, which includes a series of standardised questions that all Sub-Projects will utilise when developing their respective final list of vulnerables households. This will also require that FONERWA adapts the template socio-economic questionnaire to ensure it accurately captures relevant local proxy indicators. • FONERWA will ensure that all vulnerable assessments adequately align with data being collected by the Ubudehe program. • FONERWA will develop a list of potential programs based on a thorough needs assessment of the project area. The database will be updated and include key lessons learned from each program that is implemented. • FONERWA will maintain and up to date lessons learned report, outlining key lessons from any vulnerable programs implemented by a Sub-Project. • FONERWA will maintain a practical and up to date tool for housing terms of reference documents, a list of vulnerable program implementers and a shortlist of preferred implementing agencies that will be distributed to any Sub Project. • FONERWA will use its institutional learning and lessons learned document to review all Sub Project vulnerable programs and offer practical guidance where applicable.
Cultural Heritage	<ul style="list-style-type: none"> • FONERWA will be responsible for engaging with communities in the Project area to develop a master list of all potential tangible and non-tangible cultural heritage sites which will be provided to each Sub-Project for further verification.
Grievance Mechanism	<ul style="list-style-type: none"> • FONERWA will be responsible for developing a master list of all Project related grievances. Annually, the mechanism should be reviewed for its efficacy, addressing any potential areas of improvement. Moreover, FONERWA will develop and maintain a key grievance list with practical guidance for Sub-Projects on how to minimise or avoid the common causes of grievances.
Monitoring Evaluation &	<ul style="list-style-type: none"> • FONERWA will develop and maintain a detailed set of KPIs which includes a series of standardised indicators that all Sub-Projects will apply. This will also require that FONERWA reviews the KPIs to ensure it accurately captures relevant information. • FONERWA will develop the reporting templates to guide all monthly or quarterly monitoring evaluations.

Monitoring and Evaluation

Monitoring and Evaluation (M&E) is essential in RAP implementation. Monitoring will involve establishing quantifiable targets for all impact mitigation interventions and subsequently

measuring progress toward the achievement of those targets. Intervention evaluation will be designed to assess whether the progress in impact mitigation measure implementation is achieving the desired objectives. The M&E Framework will not only guide RAP implementation, but will also enable all stakeholders to share a common vision of any particular intervention and objectively assess its impact on PAHs and PAPs.

The purpose of monitoring is to provide Project Management, and directly affected persons, households and communities, with timely, concise, indicative information about whether compensation, resettlement, and other impact mitigation measures are on track to achieve sustainable welfare restoration and improvement, or if adjustments are needed.

Monitoring verifies that:

- RAP actions and commitments for compensation, resettlement, land access, and development are implemented fully and on time
- PAPs receive timely compensation and replacement housing
- Compensation and livelihood investments are achieving sustainable restoration and improvement Project-affected persons, household, and community welfare
- Complaints and grievances are followed up with appropriate corrective action
- Vulnerable persons are tracked and assisted as necessary.

In brief, monitoring answers the question: Are Project impact mitigation and other measures in place, on time, and producing the intended effects as planned in the RPF (or RAP)? Are Project compensation, resettlement, and other impact mitigation measures on time and having the intended effects?

Monitoring activities will comprise of three main components:

- 1) Internal Monitoring
- 2) External Monitoring (by external experts)
- 3) RAP Completion Audit (by one or more international experts).

RAP Budget and Implementation Schedule

A high-level budget itemising land access and resettlement costs according to key project infrastructure shall be developed once project design has been finalised and the full extent of Project impacts has been captured.

Change Management

This RPF is a living document that will be periodically updated as the project progresses. Following the RPF validation process in 2021 any subsequent sub-projects will develop RAPs aligned to the RPF commitments/guidance. The Sub-Project RAPs will be the key management tool and project documents, to be updated as the project progresses.

As part of the key planning and preparation phase, FONERWA will need to undertake the following next steps:

Step	Key Activity
1	Review updated RPF to ensure alignment on roles and responsibilities of FONERWA

2	Conduct internal staffing and capacity assessment to determine if additional staff / training is required to effectively implement and maintain the key responsibilities outlined in Section 12
3	Review and update preliminary data matrix to guide all data collection
4	Establish a functional information management system for housing all required documentation
5	Develop Project controls to ensure data is updated and remains up to date
6	Develop required templates for surveys, lesson learned and collecting shortlist of potential implementors (livelihoods, construction contractors, vulnerables)
7	Develop Monitoring & Evaluation Plan with key KPIs that will be applicable for all Sub-Projects

The key RPF iterations are as follows:

Date	Version	Requirements
July 2020	RPF Draft	Draft RPF for comments (KFW, SWEKO, any appropriate national institutions)
December 2020	RPF Second Draft	Incorporate all comments
TBD	RPF Final	Based on RPF Validation Workshop
Every 2 years	RPF Update	FONERWA to review RPF and update every two years to ensure it remains a practical “living document”

Preamble

This Green City Kigali (GCK) Project RPF has been prepared by Steyn Reddy Associates Limited (SRA), in close collaboration with and on behalf of SWECO.

This RPF contains a record of the procedures, actions, and commitments being formulated and implemented to resettle, relocate, and compensate PAPs, consistent with the laws of Rwanda and KfW's Sustainability Guideline which require compliance with the World Bank Environmental and Social Standards (ESS) as well as other relevant international resettlement standards **(See Section 2.3)**.

Project Proponent's Commitment

The Project Implementing Agency (PIU) will uphold the commitments established in the Environmental and Social Commitment Plan (ESCMP).

The PIU will endorse this RPF and commits to its complete, timely, and effective implementation. The RPF will be made public, along with the PIU's commitment to implement the RPF and resultant RAPs.

1. Introduction

This document represents the Resettlement Policy Framework (RPF) for the Project and all sub-projects related to the broader Green City Kigali Project (GCK). GCK is situated on Kinyinya Hill in the Gasabo District of Kigali and will encompass an area of 600 hectares. Any sub-projects under the GCK are committed to complying with Rwandan laws, internal GCK policies, and the applicable international standards.

1.1 Project Description

1.1.1 Project Purpose

Rwanda's population of 11 million is anticipated to more than double to approximately 26 million inhabitants by the middle of the century. Since it is already one of the most densely populated countries in the world, the pressure on available land will further increase. Migration from rural areas to cities is estimated at a constant 4% a year, further exacerbating the need for effective rural planning and public infrastructure. Sustainable and integrated urban planning is needed to ensure that towns do not expand erratically, developing slums and intolerable traffic levels. This especially applies to Kigali, where traffic and the associated concentration of air pollution are continually increasing. This is made worse because Kigali's public transport capacities are rudimentary, forcing inhabitants to resort to individual forms of mobility, mostly powered by combustion engines.

Sustainable and integrated urban planning is needed to ensure that towns do not expand erratically, developing slums and intolerable traffic levels. This especially applies to Kigali, where traffic and the associated concentration of air pollution are continually increasing. This is made worse because Kigali's public transport capacities are rudimentary, forcing inhabitants to resort to individual forms of mobility, mostly powered by combustion engines.

Sustainable urban development and housing concepts are growing in significance. As a result, the topic is an important part of Rwanda's national development and anti-poverty strategy. To show how a city of the future could look like, Rwanda launched a project by the name of Green City Kigali (GCK) hereafter referred to as The Project / GCK . The GCK Project is an urban planned neighbourhood that will be the first Green City in Africa. The GCK Project's goal is to provide an urban development model for increased resilience against climate change consequences and to ensure sustainable socio-economic development in Rwanda.

1.1.2 Project Overview

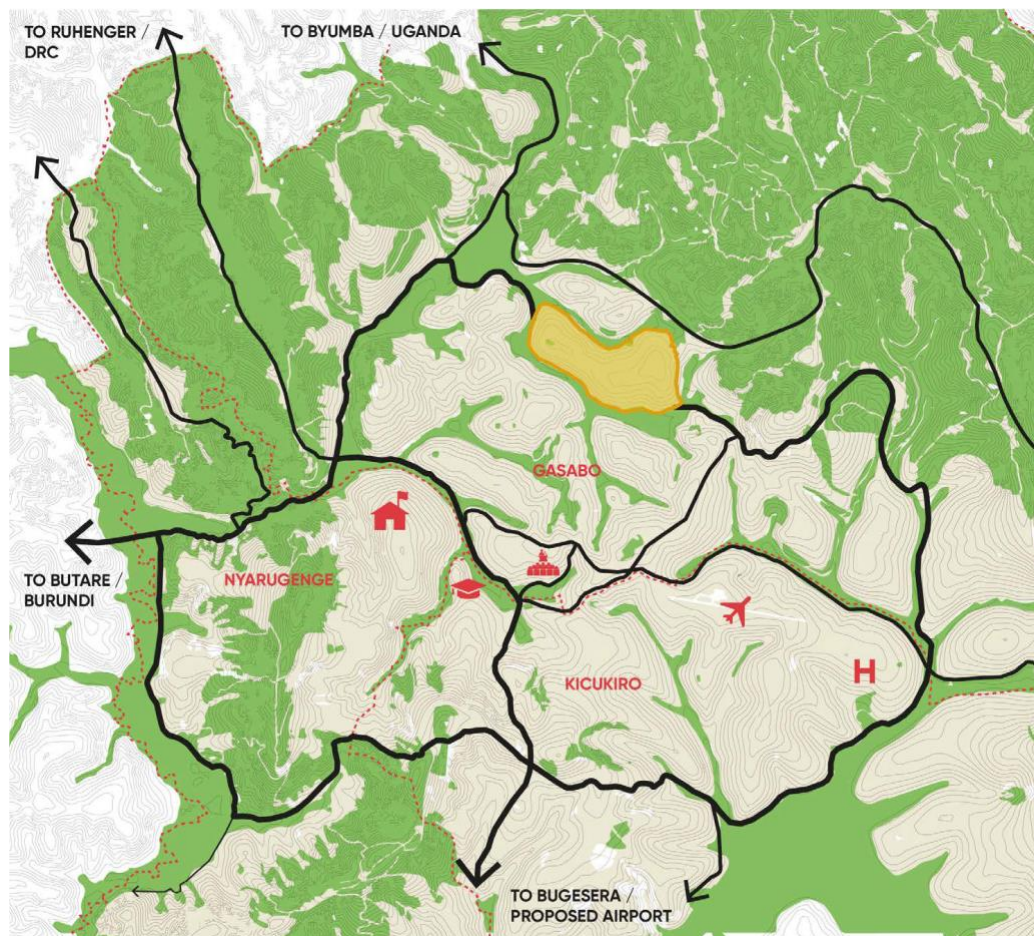
The Project is located on Kinyinya Hill in the northeast of the central business district of Gasabo, Kigali. The site has its main access from Kigali centre in the south through the districts of Nyarutarama and Remera.

The Project developments are guided by the GCK Project Masterplan and corresponding design boards submitted by Feilden Clegg Bradley Studios (FCB, 2020,). The Masterplan was developed for the overall 600 ha Project area on Kinyinya Hill in the Gasabo District of Kigali Province. According to the Masterplan, the Project will include:

- A new enhanced urban area including green housing for low to middle-income inhabitants, commercial spaces, light industrial areas, schools, hospitals, recreational areas, sports facilities, and green areas. According to the Masterplan, the following six key components will be implemented;
- An arterial high street, a loop road linking neighbourhoods with the wider city;
- Sloping colonnaded streets;
- A series of neighbourhoods each with its own social and commercial centre;
- A hilltop landscape for recreation, sports and social gatherings;
- Shared primary schools which form links between landscape and built communities; and
- Integration with the existing developments.

The Figure below provides a broad overview of the location of the Project.

Figure 5: Key Green City Kigali Project Area



More specifically, the Figure below depicts the zonal Masterplan, which outlays the planned zones for different purpose of use. The Project Area is divided into use for education (primary school), healthcare, commercial use, parks and recreation, public open spaces, community facilities, utilities, and residential zones.

Figure 6 Zonal Masterplan GCK

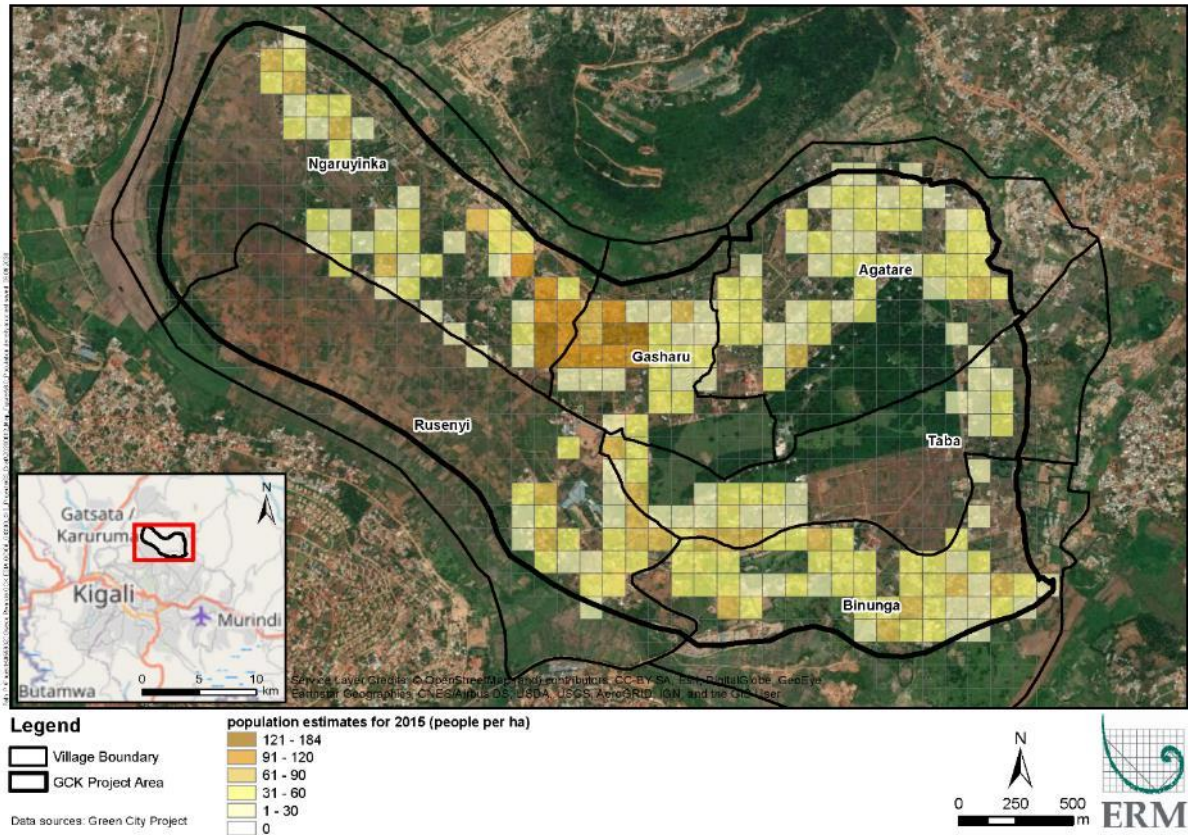


1.1.3 Project Area Characteristics

The Project will cover approximately 600 hectares (ha). The land currently includes a sizable government-owned parcel, along with existing agricultural and village community areas with social housing. Six villages lie within the Project area. According to the preliminary results of the 4th Population and Housing Census (RPHC4⁵) the Kinyinya sector had a population of 57,846 representing 10.7% of the total population for Gasabo District (530,907, population) and 5.1% of the total population of Kigali City (1,132,686). Kimironko and Kinyinya are the sectors with the highest population constituting each 5.1% of the total Kigali population. The population of Kinyinya hill are distributed in the two cells Gasharu (36.36%) and Murama (63.64%). The majority live in Agatare (24.19%) and Ngaruyinka village (22.40%).

The following Figure provides an overview of the distribution of the population density in the six villages.

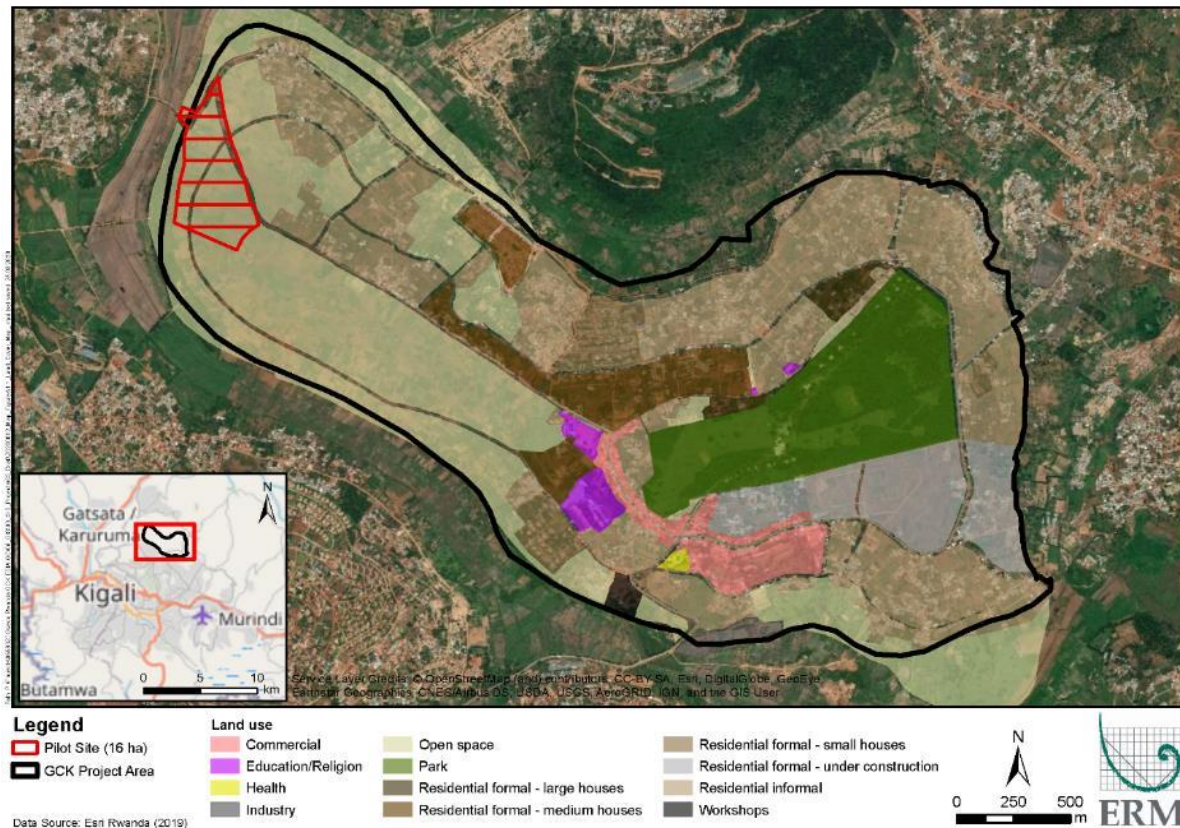
⁵ National Institute of Statistics of Rwanda (2012) Fourth Population and Housing Census, Rwanda. Available at: <https://www.statistics.gov.rw/publication/rphc4-atlas>

Figure 7: Population Estimate and Density (2015 Data)

1.1.4 Project Area Existing Land Use

The Project area is currently a mixed used development with a combination of areas with existing settlements, public and social infrastructure or covered with vegetation. The public infrastructure includes roads, side drains, water supply network and public lights. The houses are mixed with low, medium and few high standing houses. Although it is of mixed use, the trees planted dominate on the land cover. Based on currently available land use data and imagery, the Figure below is divided into ten key categories.

Figure 8 GCK Project Area Land Use



1.1.5 Project Phases

The development of the Project is divided into four phases, with each phase guided by the development of specific safeguard documents (see Table 2).

Sweco has been contracted by FONERWA to support the implementation of the Project during Phase A - feasibility assessment, Phase B - the design competition and Phase C – detail design and master planning. Phases B and C include an international design competition (Phase B) to formulate concepts for a site masterplan for the 600ha planning area and detailed designs and tender documents (Phase C) for the first construction phase of a 16ha Pilot Site Sub-project. The Project is transitioning to Phase C at the present moment.

Table 2 Project Phases and Safeguard documents

Phase	Description	Relevant Safeguard Documents
Phase A: Feasibility Assessment	Analysis of the current situation in Kinyinya Hill and design of sustainable and green solutions framework	<ul style="list-style-type: none"> ➤ Mid-term Feasibility Study: Prepared in 2019 by SWECO reviewing strengths and weaknesses of the Project ➤ Pre-Environmental and Social Impact Assessment: Prepared by SWECO in 2019 to highlight potential environmental and social issues related to the

		Project and how these might be addressed
Phase Tender	B: Development of the Masterplan to guide the Project developments	<ul style="list-style-type: none"> ➤ FCB Masterplan: Developed in 2020 by Feilden Clegg Bradley Studios to cover the development of the developed for the overall 600 ha Project area
Phase Design	C: Development and design of all Sub-Project components	<ul style="list-style-type: none"> ➤ High Level ESIA: Developed by ERM in 2020 to characterize the over-arching environmental and social (E&S) impacts and risks of the Project based on their significance, and in line with the Applicable Standards ➤ Social Management Framework (ESMF): Developed by ERM in 2020 to support the assessment of the risks and potential impacts associated with the Project and its components and includes adequate safeguard principles and procedures to minimize, mitigate and manage these potential impacts on a project and sub-project level ➤ Stakeholder Engagement Framework (SEF): Developed by ERM in 2020 to provide applicable guidance and set requirements for the various elements of adequate stakeholder engagement to be undertaken for the Green City Kigali Project ➤ Resettlement Policy Framework (RPF): Developed by SRA in 2020 to provide a decision-making tool used and institutional repository of resettlement related information to develop a consistent

		approach to resettlement planning and implementation, including objectives, guiding principles and key strategies, phasing, schedule, and cost for all Green City Kigali Sub Projects
Phase D: Construction	Design of all Project components	<ul style="list-style-type: none"> ➤ Sub Project ESIA: To be developed applying the principles and procedures outlined in the High Level ESIA but will characterize the specific environmental and social (E&S) impacts and risks of the Sub Project based on their significance, and in line with the Applicable Standards ➤ Sub Project Resettlement Action Plan (RAP): The core management plan that will apply the principles and procedures set out in the RPF and apply specific procedures and the actions that the Sub Project will take to mitigate adverse displacement impacts, compensate losses, and provide development benefits to persons and communities affected by land access and resettlement.

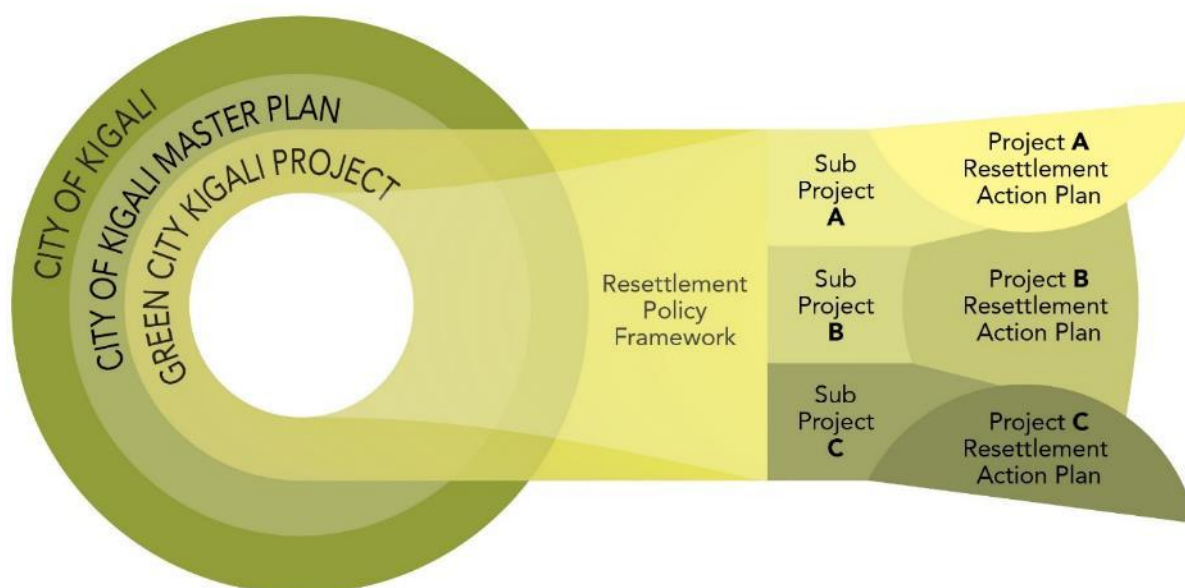
1.2 RPF Purpose

The rationale for developing this RPF is to provide:

- A decision-making tool used to develop the approach to resettlement planning and implementation, including objectives, guiding principles and key strategies, phasing, schedule, and cost
- Outline key actionable items for subsequent RPF updates
- Provide a concise methodology for ensuring the RPF remains a living document including tools for FONERWA to develop and maintain an institutional repository of RPF related information to effectively guide the development future RAPs in a consistent manner, incorporating procedures and principles outlined from an up to date RPF embedded with benchmarking and lessons learned
- A framework for developing subsequent RAP(s) and other supporting social management plans (e.g. Stakeholder Engagement Plan) and procedures.

The Project is still in the early development phase and therefore this RPF Version 1 outlines the proposed approach for any developments comprising the GCK and the resettlement and compensation framework. Once related Project components and impacts have been fully assessed, standalone Resettlement Action Plans (RAPs) will document the final proposed compensation entitlements and implementation schedules. Given the nature of the Project, the RPF includes sub sections guiding the steps or processes to be undertaken by FONERWA to ensure regular updating of the RPF as well as an institutional repository of relevant Project related information that will be integral to ensuring Sub Project continuity and alignment.

Figure 9: Resettlement Management Plan Linkage Mapping



This RPF is comprised of the following sections:

1. Introduction
2. Legal and Institutional Framework
3. Baseline Data Collection and Analysis
4. Stakeholder Engagement
5. Project Impacts & Mitigation Strategy
6. Mitigation Measures Framework
7. Physical Resettlement
8. Livelihoods Measures
9. Temporary Hardship & Vulnerable Households
10. Protection of Cultural Heritage
11. Grievance Management
12. Organisational Framework
13. Monitoring and Evaluation
14. RAP Budget and Implementation Schedule
15. Change Management & Next Steps.

1.3 Objectives and Principles of the RPF

The GCK Project's main land access and resettlement approach is to minimise impacts on potentially affected households wherever possible, ensure all impacts are identified and fully compensated, and that living standards and livelihoods are restored, and ideally, improved, in as timely a manner as possible.

The following project development guiding principles will be adhered to:

- Principle 1:** Effective project design shall minimise or avoid – to the extent possible -- the impacts, physical and/or economic on PAPs
- Principle 2:** In-kind compensation will be prioritised and employed as an opportunity for improving the socio-economic status of resettled households and host communities
- Principle 3:** PAP interactions will be approached in a comprehensive, fair, equitable and transparent manner that fosters their full and informed participation and respects human rights; access to transparent, culturally appropriate and free of cost GRM
- Principle 4:** Resettlement planning will comply with and exceed national legislation and international standards, in a manner that considers local context to ensure practical and sustainable outcomes, specifically focusing on restoring livelihoods to at a minimum pre-displacement levels, but preferably improved
- Principle 5:** PAPs will be promptly compensated - at full replacement cost - for asset losses and access to assets /prior to occurrence of any displacement impact
- Principle 6:** Special attention will be paid to vulnerable people to enable them to take full advantage of resettlement assistance and development benefits
- Principle 7:** Activities will be undertaken in a manner that fosters strong, positive long-term relationships between the Project and PAPs, based on mutual respect
- Principle 8:** Resettlement activities will be managed in a manner resulting in measurable economic and social improvements of PAPs and communities over time.

2. Institutional & Legal Framework

This Institutional and Legal Framework section establishes the governance framework within which Project resettlement, assistance, or compensation elements will be designed, implemented, and operated, and includes distinct sub-sections on:

- 2.1 Rwanda Institutional Framework
- 2.2 Rwanda Legal Framework
- 2.3 International Standards & Guidance
- 2.4 Green City Kigali Corporate Policies
- 2.5 Gap Analysis of National Law and WB Standards.

2.1 Rwanda Institutional Framework

2.1.1 Government Structures

The Rwanda Constitution divides Rwanda into five provinces (*intara*), districts (*uturere*), cities, municipalities, towns, sectors (*imirenge*), cells (*utugari*), and villages (*imidugudu*). The larger divisions and their borders are established by Parliament.

The provinces act as intermediaries between the national government and their constituent districts to ensure the implementation of district-level national policies. Each province is headed by a Governor who is appointed by the President and approved by the Senate.

The districts are responsible for coordinating public service delivery and economic development. They are divided into sectors, which are responsible for district-mandated public services delivery. Districts are the implementation entities of government policies and strategies.

The cells and villages are the smallest political units providing a link between the people and the sectors. All adult resident citizens are members of their Local Cell Council from which an Executive Committee is elected.

A comprehensive list of institutions involved in the GCK Project are provided in the Pre-ESIA (2019).

The institutions relevant to -- and with a mandate to -- effect GCK resettlement processes are detailed in Figure 10.

Figure 10: Project-related Institution Hierarchy

2.1.2 National Institutions for Displacement Management

Ministry of Environment (MoE)

MoE is the government entity responsible for establishing norms and practices for rational exploitation and efficient land management, environment protection, water resources and evaluating their implementation. The Ministry of Environment (MoE) develops land utilisation policies (including surveying, land classification, land laws, and land tenure), environmental policies and procedures (including impact assessments) protecting natural resources (water, land, flora, and fauna), and environmental legislation, biodiversity, and other environmental aspects informed by Environment Law.

MoE is the main resettlement-governing ministry in Rwanda, working directly with the respective project development Ministry/Institution. Since the GCK site has sensitive surrounding wetlands⁶, some of which the local population are cultivating for subsistence crops, the MoE will participate in applying Article 66 which requires, amongst other things, measures envisaged for reducing, preventing, or compensating for negative intervention consequences and reasons for the choice.

The Ministry of Environment (MoE) is responsible for developing the policies, laws and regulations as well as coordination of all activities related to efficient environmental

⁶ The Kigali Master Plan (2019) reflects relocation/resettlement of households inhabiting restricted and hazardous areas including protected wetlands as one of its goals (p12).

management as well as their follow up and evaluation. In the new Land Act (June 2021), the Ministry of Environment is responsible for all land management. All state land is registered in favour of the Government of Rwanda through the Ministry of Environment instead of having different public entities owning government land, as was the case under the previous Land Law (2013).

Rwanda Environment Management Authority (REMA)

The Rwanda Environment Management Authority (REMA) facilitates coordination and oversight of national environmental policy implementation and the subsequent legislation. REMA's mission is to promote and ensure the protection of the environment and sustainable use of natural resources through decentralised structures of governance and seek a national position to emerging global issues with a view to enhancing the wellbeing of the Rwanda people. One of REMA's principal functions is to oversee the conduct of EIA and take a decision on proposed development projects to be undertaken, this includes the ESIA's and subsequent RAPs.

Ministry of Infrastructure (MININFRA)

The Ministry of Infrastructure (MININFRA) is the parent ministry of the GCK with oversight for the following sectors: transport, energy, housing and human settlement, water and sanitation, and meteorology. MININFRA's mission and purpose is to ensure sustainable infrastructure development and contribute to economic growth while enhancing the population's quality of life. The Ministry ensures national policy and strategy formulation, sector oversight, budgeting and resource mobilisation, and overall Rwanda sector performance monitoring including urban areas within which the GCK is located.

Ministry of Finance (MINECOFIN)

The Ministry of Finance (MINECOFIN) coordinates national budgeting, planning, and financing. In large-scale development projects, they are sometimes responsible for approving compensation pay-outs to PAPs for loss of crops and trees⁷.

Ministry of Local Government (MINALOC)

The Ministry of Local Government (MINALOC) ensures the coordination of good governance and high-quality territorial administration programs that promote economic, social and political development throughout the country. MINALOC plays a crucial role in district, village, and cell-level decision-making. MINALOC has a prominent role in urban projects, particularly those including a housing component. MINALOC is responsible for developing, disseminating and coordinating the implementation of policies, legal framework, strategies and sector programs through the formulation of national policies, strategies and programs in those areas. MINALOC leads on a structure of local governance entities that implement the referred policies, legal framework and strategies. These entities hierarchically comprise Provinces, Districts, sectors, cells and villages.

Rwanda Environment and Climate Change Fund / Rwanda Green Fund (FONERWA)

Rwanda Environment and Climate Change Fund / Rwanda Green Fund (FONERWA) mandate includes climate and environment, including water, forestry, mining, and quarry resources. FONERWA employs a wide range of public financing mechanisms, such as

⁷ In projects with a resettlement component in Rwanda MINECOFIN have been unwilling to approve payments if no title deed exists. In cases like these the GCK will need to coordinate and integrate with MINECOFIN to anticipate and resolve such bottlenecks.

performance-based grants and loan guarantees, as well as lines of credit and public venture capital to create an attractive investment environment for low-carbon activities.

FONERWA is the leading executing agency for the Strengthening Climate Resilience of Rural Communities in Rwanda. FONERWA seeks to employ a wide-range of public financing mechanisms, such as performance-based grants, loan guarantees, lines of credit, and public venture capital to create an attractive investment environment for low-carbon activities. It is through FONERWA that financial support from government and development partners shall support the GCK Project and the pilot project.

The project implementation will be coordinated by FONERWA and it will serve as the institutional “home” for the RPF and be responsible for collecting relevant lessons learned and Project information to update the RPF and guide RAP development. Therefore, FONERWA will serve as the institutional repository for all land access and resettlement related information as well as its effective dissemination.

Rwanda Social Security Board (RSSB)

The Rwanda Social Security Board (RSSB) is the governmental agency for social security. RSSB is involved in the GCK as it has acquired the land of the 16ha Pilot Site for future development plans. It has also acquired 8 ha of land for the development of a new academic campus of the Kigali International Community School (KICS) and 130 ha in the South East and South West of the Project area, in which 22 ha of land will be dedicated to an affordable housing neighbourhood development (first development phase) financed by the IFC⁸. The RSSB will participate in the RPF review and approval and related RAPs as part of overall Project approvals.

Local Administrative Entities Development Agency (LODA)

The Local Administrative Entities Development Agency (LODA) is a Government Fund under the supervision of MINALOC. LODA focuses on the local economic and community development, capacity building of local entities and social protection. LODA is the responsible for management and disbursement of resources assigned for ESIAs/RAPs in Rwanda. LODA monitors and evaluates the implementation of the projects by the six Districts in Rwanda and the City of Kigali.

The GCK Project will benefit from the experience of LODA in managing and implementing ESIAs and RAPs in Rwanda for World Bank funded projects.

Rwanda Land Management and Use Authority (RLMUA)

The Rwanda Land Management and Use Authority (RLMUA) is a key institution set up to implement the National Land Tenure Reform Program as provided for by the National Land Policy and the Organic Law determining the use and management of land in Rwanda. This program aimed at improving land tenure security by putting in place an efficient, transparent and equitable system of land administration. Cadastral surveys, mapping and land registration are the core components of land administration. The new and modern land administration is embedded in a broader land information system very useful in land-related conflicts management, fully co-ordinated and automated, without separation of land registration, cadastral surveys and mapping.

Other Relevant Agencies

⁸ <https://greencitykigali.org/wp-content/uploads/Urban-Design-Handbook.pdf>

Other ministries and agencies, such as the Rwanda Housing Authority (RHA), Rwanda Utilities Regulatory Authority (RURA), which will participate in the RPF/Preliminary RAP review and approval and related RAPs as part of overall Project approvals.

- Rwanda Housing Authority (RHA) is the implementing agency operating under the Ministry of Infrastructure (MININFRA), established in order to organize the construction industry as a whole and to spur the National Strategy for Transformation (NST).
- Rwanda Utilities Regulatory Authority (RURA) is the agency responsible to regulate certain public utilities, namely: telecommunications, electricity, water, removal of waste products from residential or business premises, extraction and distribution of gas and transport of goods and persons.

2.1.3 Province and District Institutions for Displacement Management

City of Kigali (CoK)

The City of Kigali (CoK) monitors and evaluates KCMP adherence. This includes close coordination with MoE, REMA, MINECOFIN, and MINALOC. The CoK's Council oversees the CoK development strategies and their implementation, including the GCK, budget, and execution plan reviews. KCMP oversight and its land management and urban planning, local land development plan, specific land development plan and the land subdivision plan falls under the purview of the CoK and its council.

According to the article 67 of the new Land Law (2021), the land use management and monitoring at decentralised entity level falls under the responsibilities of the City of Kigali or the District with legal personality in accordance with the concerned land territorial location.

District Authorities (DAs)

The Project Area District Authorities (DA) are the district-level activity coordinating bodies. The district-level departments provide RPF and RAP implementation review, monitoring, and political and administrative support.

District One Stop Centre

In 2012, in order to improve the quality of land related services at a decentralized level, the District Land Bureau was replaced by the District One Stop Centre. The District One Stop Centre serves as point of delivery of land related services, merging the departments of construction, land registration and inspection. Responsibilities include implementing land registration, maintaining land registers, monitoring and approving land and property valuation activities, and demarcating and approving land cadastral maps.

As for the City of Kigali (which is also a decentralized entity), Kigali construction and urban planning One Stop Centre was created by a cabinet decision of 14th April 2010.

The District One Stop Centers play a major role in RPF and RAP implementation by:

- Establishing sector- and cell-level Local Resettlement Committee (LRC)
- Clarifying LRC policies and operational guidelines
- Coordinating and supervising LRC RAP implementation
- Assessing PAP land tenure rights validity
- Assisting in titling and land use permits for new project activities

- Ensuring effective grievance mechanisms are in place.

District Land Commission (DLC)

The District Land Commission (DLC) is a consultative/ advisory institution that monitors and evaluates DLB work performance and establishes Sector/Cell Land Committees.

District Task Forces (DTFs)

District Task Forces (DTFs) are established in each district to coordinate project-related activities. They include representatives of the various district departments such as Land Valuation, Infrastructure, Social Affairs, and Environment. In concert with the GCK Implementation Unit, they will act as critical district-level RAP and RPF implementing bodies. They will also lead in coordinating Livelihood Restoration Programs.

2.1.4 Sector & Village Level Institutions for Displacement Management

Sectors / Cells

The Sector is a territorial administrative entity responsible for implementation of development programs, service delivery, and promotion of good governance and social welfare. The Cell is an entity that provides basic services and helps the population to achieve sustainable development.

With the GCK Project located in Gasabo District, Kinyinya sector (specifically covering two cells of Gasharu and Murama and specific to the villages of Agatare, Ngaruyinka, Rusenyi, Gasharu, Taba and Binunga in the two cells) it falls under the jurisdiction of Gasabo District and shall engage with the public in the Project Area of intervention towards the implementation of the project. The Project will abide by laws, instructions of good governance handed down from Gasabo district and its subsidiary governance entities.

Kinyinya sector and Project affected cells are essential in stakeholder engagement towards Project implementation.

Sector / Cell Land Committees

Sector- and Cell-level Land Committees (e.g., Cell Land Adjudication Committee (LAC)) assist in raising public awareness, including facilitating extensive PAP consultations. They also approve sector- and cell-level land use changes, ensure Land Use Master Plan alignment, and provide information on current local land use and land tenure and ensure project grievance mechanisms meet legislative requirements. The Land Committees are responsible for monitoring land management and use.

Land Adjudication Committees (LACs)

Cell-level Land Adjudication Committees (LACs) are implemented only when there are land ownership conflicts. A crucial LAC role to manage land ownership conflicts, part of which involves helping vulnerable people appeal grievance cases.

Local Resettlement Committee (LRC)

Local Resettlement Committee (LRC), established by the DLBs at the sector and village levels, are comprised of district experts and community representatives. They include Sector Land Managers and Agronomists, Executive Secretaries of affected cells, Village Leaders of affected villages, and at least three PAP representatives from each village, including at least one female and one potentially vulnerable person.

The LRC will participate in the compensation, valuation, and sign-off process. They are involved in participatory Project monitoring and they play a key role in identifying potentially vulnerable households.

Mediation Committees (MCs/abunzi)

Community Coordination Committees (CCC) selected at each Cell or Sector level will be used as the first step in resolving land acquisition disputes and grievances, together with Cell or Sector Offices. They will also support in mobilization and awareness raising. The CCC will be chaired by the Sector Executive Secretary and the CCC's secretary will be the Sector Governance Officer. CCC Members will include community representatives and representatives from CSOs and NGOs, Church Groups; Sector & Cell Representatives from the Woman's Forum and Sector and Cell Representatives for people with disabilities/marginalised groups.

CCC will also be involved in the RPF and RAP development as much as possible in order to ensure community buy-in at an early stage (e.g., community discussions and consultations, planning and M&E of project activities, mobilising community participation and facilitating communication, output evaluation or grievance registry).

In addition, the District Joint Action Development Forum (JADF) will support and assist local stakeholder engagement with the project. JADFs bring together Central and Local Government institutions, Development Partners, Civil Society and the Private Sector involved in district development.

2.2 Rwanda Legal and Policy Framework

The legal framework lays the foundation for four key RPF elements, and any subsequent RAPs:

- 1) Approach to Land Access and Management
- 2) Establishing compensation rates
- 3) Determining compensation and resettlement assistance eligibility, including livelihood initiatives
- 4) Establishing grievance mechanisms to resolve compensation and eligibility-related grievances.

Land acquisition and resettlement activities are governed by the following legislation:

- The Constitution of Rwanda (2015)
- Law No. 32/2015 Relating to Expropriation in the Public Interest
- Law No. 17/2010 Establishing and Organizing Property Valuation Profession
- Law No. 27/2021 of 10/06/2021 governing Land in Rwanda amending the Law No 43/2013 of 16/06/2013.

2.2.1 National Legislation

The Constitution of the Republic of Rwanda (2015)

The Rwandan Constitution, promulgated in 2015, recognises property ownership and every person's right to hold private property individually or collectively (Article 34). Consequently, private property, whether individually or collectively owned, is inviolable.

The right to own property may not be encroached upon except in public interest and in accordance with legal provisions. In these cases, parties with land rights shall be fairly compensated in consideration of their right to own private property. Circumstances and procedures are determined by the law to ensure fair and prior compensation.

Article 35 specifies that private land ownership and other land-related rights are granted by the State. The Constitution stipulates that a law must determine modalities of acquisition, concession, transfer, and land use.

Law No. 32/2015 Relating to Expropriation in the Public Interest

Expropriation law determines public interest expropriation procedures; only the Government can order expropriation in the public interest. Article 2 defines expropriation in the public interest as, "an act based on power of Government, public institutions and local administrative entities with legal personality to remove a person from his/her property in the public interest after fair compensation".

"Fair compensation" is defined as, "an indemnity equivalent to the value of land and the activities performed thereon given to the person to be expropriated and calculated in consideration of market prices as well as compensation for disturbance due to expropriation".

Article 22 dictates that land values and property prices consistent with the prevailing market rates shall be established by the Institute of Real Property Valuers (IRPV) in Rwanda.

Article 23 states that independent valuers certified by the IRPV should conduct land and property valuations in the presence of (in accordance with Article 25) the landowner/property owner -- or their lawful representatives -- and representatives of local administrative entities.

Law No. 17/2010 Establishing and Organizing Property Valuation Profession (2010).

This Law establishes the Institute of Real Property Valuers to analyze and find solutions to all problems related to the real property valuation profession. It also establishes a Council to approve regulations and guidelines governing the real property valuation profession. This Law requires any person who has been practicing in an official capacity as a valuer to register for certification within six months from the publication of the Law in the Official Gazette. The following articles should be considered:

Article 27 introduces the appropriate valuation methods to determine fair property market value.

Article 28 details the Comparable Prices Method, whereby the Valuer shall compare prices to those recently assigned to a real property similar or comparable to the real property subject to valuation.

Article 29 discusses the Comparison Method, to be used when comparable prices are not available for land in a particular area, and comparable prices of similarly classified land from other areas of the country are used.

Article 30 notes that, where sufficient comparable prices are not available to determine the value of improved land, the Replacement Cost Approach shall be used to determine the improved land value land by taking real property as a reference.

Article 31 states that the Valuer shall use whatever combination of methods he/she considers best suited to determine the current market value and the methods used shall be clearly explained in a Valuation Report.

Law governing Land in Rwanda amending the Land Law No 43/2013 of 16/06/2013

This Law Governing Land in Rwanda determines modalities of allocating, acquisition, transfer, use and management of land in Rwanda. It also establishes the principles applicable to rights recognized over all lands situated on Rwanda's national territory and all rights united or incorporated with land, whether naturally or artificially. According to the Law, the State is the only institution which has the supreme power of management of all land situated on the national territory, which it exercises in the general interest of all with a view to ensuring rational economic and social development as defined by law.

Law No. 43/2013 Governing Land in Rwanda (2013)

Law No. 43/2013 was developed to determine the modalities of allocating, acquiring, transferring, using, and managing Rwanda land.

Article 3 of the law reaffirms the State's supreme power in land management and the right to expropriate in the public interest.

Law No. 10/2012 Governing Urban Planning and Building in Rwanda (2012)

Law No. 10/2012 provides the legal framework governing Rwanda urban planning and building. It covers land acquisition modes including expropriation in the public interest as well as occupancy qualifications and building permits.

All projects must be developed considering the existing local master plans, such as the Kigali City Master Plan (KCMP), to ensure integration with city development strategies and planning. Development will be implemented after effective expropriation and compensation has been made to affected parties.

2.2.2 Other Relevant Orders

National Land Policy 2019

The National Land Policy provides land tenure system overview, guiding principles of land management, and effective and efficient land registry and land transactions. In order to achieve the Rwandan Land Policy objectives, a number of organic laws, decrees, and orders have been and are still being prepared and promulgated. The land policy and land law have been drafted to safeguard, protect and enforce land rights of woman and female orphans in Rwanda. The land in Rwanda is titled to individuals that clearly indicate the full ownership of land. For government program or projects, the government is obliged to full expropriation and compensation of the affected land in accordance with the national expropriation law (Article 26 of the Expropriation Law N° 32/2015 of 11/06/2015) and WB requirements.

Ministerial Order No. 001/2006 Determining the Structure of Lands (2006)

Ministerial Order No. 001/2006 determines Land Register structures and the DLB's responsibilities and functions. The DLB implements land registration, maintains land registers,

monitors and approves land and property valuation activities, and demarcates and approves land cadastral maps.

Rural populations with customary land rights are being encouraged to register their land through these institutions.

The National Gender Policy, 2010

The National Gender Policy aims to eliminate all forms of gender-based discrimination and enable both men and women to participate fully and enjoy equitably from the development processes. The policy's main mission is to contribute to gender inequality elimination in all sectors of national life, in order to achieve the nation's goal for sustainable development.

Presidential Order No. 54/01 (2006)

Presidential Order No 54/01 determines mand committee structure, responsibility, function, and composition.

Article 9 of the order gives the Office of the Land Committee independence in discharging daily technical duties. Therefore, it receives no instructions from any other institution.

Ministerial Order No. 002/2008 Determining Modalities of Land Registration (2008)

Ministerial Order No. 002/2008 includes land registration dispute resolution procedures, including the use of a LAC, which consists of five members supplemented by five members of the village in which demarcation and adjudication is occurring. The Cell Executive Secretary acts as the LAC Secretary, although he or she has no voting rights.

Article 17 grants parties to a dispute with the right to escalate the dispute to the LAC. Where disputes are resolved with the LAC's assistance, the parties are bound by that agreement and cannot raise the issue again in the future.

Article 20 provides LAC procedures for hearing disputes, including that the hearing is open to the public and announced eight days in advance.

2.3 Applicable International Standards

Please refer to KfW's Sustainability Guideline and hereby to the requirement to adhere to the following international resettlement Standards

This section presents the applicable standards that frame the RPF.

2.3.1 KfW Sustainability Guideline (2019)

KfW-supported projects must comply with KfW's Sustainability Guidelines (2019), and financial cooperation projects with public entities must adhere to the World Bank's Environmental and Social Standards (ESS) in addition to national legislation and the international treaties to which Rwanda is a signatory.

In accordance with the EHS Guidelines, construction contracts must follow ILO Core Labour Standards, WB Occupational Health and Safety guidelines, and International Finance Corporation (IFC) Performance Standard 2.

All projects must comply with Human Rights Guidelines of the German Federal Ministry for Economic Cooperation and Development (BMZ), the UN Basic Principles and Guidelines on Development-based Evictions and Displacements, and the VGGT. This includes ensuring that planning processes should be as inclusive as possible and free, prior-informed consent (FPIC) must be respected in decisions affecting indigenous peoples. Involuntary resettlement should be avoided, but if unavoidable, should be justifiable and proportionate, and compensation should be paid at full replacement costs -- or preferably through the provision of alternative lands of equal value -- and further livelihood restoration measures and legal protection must be guaranteed.

Paragraph 3.3 of KfW's Sustainability Guidelines notes that to avoid adverse social risks and impacts, KfW Development Bank operates according to the following principles:

- To avoid, reduce, or limit environmental pollution and environmental damage including climate-damaging emissions and pollution;
- To preserve and protect biodiversity and tropical rainforests and to sustainably manage natural resources;
- To consider probable and foreseeable impacts of climate change including utilising the potential to adapt to climate change. In this context, climate change is understood as climate variability and long-term climate change;
- To avoid adverse impacts upon the living conditions of communities, in particular indigenous people and other vulnerable groups, as well as to ensure the rights, living conditions and values of indigenous people;
- To avoid and minimise involuntary resettlement and forced eviction of people and their living space as well as to mitigate adverse social and economic impacts through changes in land use by reinstating the previous living conditions of the affected population;
- To ensure and support occupational health and safety as well as health protection in the workplace;
- To condemn forced labour and child labour, ban discrimination in respect to employment and occupation, and support the freedom of association and the right to collective bargaining;
- To avoid all forms of discrimination;
- To avoid negatively influencing existing conflict dynamics;
- To protect and preserve cultural heritage;
- To support the executing agency in the management and monitoring of possible adverse environmental, social, and climate impacts and risks associated with the implementation.

2.3.2 World Bank Environmental and Social Standard 5: Land Acquisition, Restrictions on Land Use and Involuntary Resettlement

The WB ESS 5 is triggered in situations involving involuntary land-taking. The policy aims to avoid involuntary resettlement to the extent feasible, or to minimise and mitigate its adverse social and economic impacts. It promotes participation of displaced people in resettlement planning and implementation, and its key economic objective is to assist displaced persons in improving -- or at least restoring -- their incomes and living standards after displacement.

The policy prescribes compensation and other resettlement measures and requires that borrowers prepare adequate resettlement planning instruments.

Section 1 of ESS 5 notes that involuntary resettlement may cause severe long-term hardship, impoverishment, and environmental damage unless appropriate measures are carefully planned and implemented.

For these reasons, the overall WB involuntary resettlement policy objectives are the following:

- Avoid involuntary resettlement or, when unavoidable, minimise involuntary resettlement by exploring project design alternatives.
- Avoid forced eviction
- Mitigate unavoidable adverse social and economic impacts from land acquisition or land use restrictions by: providing timely compensation for loss of assets at replacement cost; and, assisting displaced persons in improving, or at least restoring, their livelihoods and living standards, in real terms, to pre-displacement levels or to levels prevailing prior to the beginning of project implementation, whichever is higher.
- Improve living conditions of poor or vulnerable persons who are physically displaced, through provision of adequate housing, access to services and facilities, and security of tenure.
- Conceive and execute resettlement activities as sustainable development programs, providing sufficient investment resources to enable displaced persons to benefit directly from the project, as the nature of the project may warrant.
- Ensure that resettlement activities are planned and implemented with appropriate information disclosure, meaningful consultation, and the informed participation of those affected.

In alignment with ESS 5 Section C, paragraph 30, an RPF should be established to clarify resettlement principles, organisational arrangements, and design criteria that will be applied to sub-projects or project components during project implementation. Once the sub-project or individual project components are defined and the necessary information becomes available, such a framework will be expanded into a specific plan proportionate to potential risks and impacts.

According to ESS 5's application scope, impacts to be considered include those involving involuntary land-taking resulting in relocation or loss of shelter; loss of assets or access to assets; and, loss of income sources or livelihood means, whether or not the affected persons must move to another location.

As per Section A of ESS 5, the Project Proponent should develop policies, such as RAPs, covering the following:

- Displaced persons are informed of resettlement options and rights; consulted with, offered choices among, and provided with technically and economically feasible resettlement alternatives; and provided prompt and effective compensation at full replacement cost for project-attributable asset losses
- Physical relocation impacts are countered with measures ensuring that displaced persons are provided relocation assistance (e.g. moving allowances) and residential housing, or housing sites, or, as required, agricultural sites for which a combination of productive locational advantages and other factors is at least equivalent to the advantages of the old site
- Measures to ensure displaced persons are offered post-displacement support based on a reasonable estimate of time needed to restore livelihoods and living standards

- Development assistance in addition to compensation measures, such as land preparation, credit facilities, training, and/or job opportunities.

Particular attention should be paid to the needs of vulnerable groups, especially those below the poverty line, the landless, the elderly, women and children, indigenous peoples, ethnic minorities, or other displaced persons who may not be protected through national land compensation legislation.

In accordance with Section 15, taking of land and related assets may occur only after compensation has been paid and, where applicable, resettlement sites and moving allowances have been provided, and other measures such as livelihood programs are established.

As per Sections 14 and 28, preference should be given to land-based resettlement strategies for displaced persons with land-based livelihoods. If land is not the displaced person's preferred option, or sufficient land is not available at a reasonable price, non-land-based options built around employment or self-employment opportunities should be provided in addition to cash compensation for land and other lost assets. The lack of adequate land must be demonstrated and documented.

As a displacement alternative, according to Section 32, in situ land development arrangements may be considered by which PAPs may elect to accept a partial land loss or localised relocation in return for improvements that will increase their property value after development. PAPs can opt instead for full compensation and other assistance as required in the ESS.

Section 28 notes that cash compensation payment for lost assets may be appropriate where livelihoods are land-based but the land taken for the project is a small fraction (normally considered as less than 20% of the total productive area), and the residual land is economically viable. Cash compensation is also appropriate where: 1) there are active markets for land, housing, and labour; 2) there is sufficient supply of land and housing, and; 3) the Project has demonstrated to the satisfaction of the funder that insufficient replacement land is available.

Section 10 notes that displaced persons may be classified in one of the following three groups:

- 1) Those with formal legal rights to land or assets (including customary and traditional rights as recognised under national law)
- 2) Those without formal legal rights to land or assets at the time of surveys but who have a claim to such land or assets – provided that such claims are recognised under the laws of the country or become recognised through a process identified in the resettlement plan
- 3) Those who have no recognisable legal right or claim to the land they are occupying.

2.3.3 UN Basic Principles and Guidelines on Development-Based Evictions and Displacement

Paragraph 38 indicates that states should fully explore all possible eviction alternatives. All PAPs, including women, indigenous peoples, and persons with disabilities, as well as others working on behalf of the affected, have the right to relevant information, full consultation, and

participation throughout the entire process and the ability to propose alternatives that authorities should duly consider.

As per paragraph 43, evictions should not render individuals homeless or vulnerable to other human rights violations. The State must adopt all appropriate measures, to the maximum of its available resources - especially for those unable to provide for themselves - to ensure the provision of adequate alternative housing, resettlement, or access to productive land. Alternative housing should be situated as close as possible to the original place of residence and livelihood sources of those evicted.

Under paragraph 52, competent authorities shall ensure that evicted persons or groups -- especially those who are unable to provide for themselves -- have safe and secure access to:

- Essential food, potable water, and sanitation
- Basic shelter and housing
- Appropriate clothing
- Essential medical services
- Livelihood sources
- Livestock fodder and access to common property resources previously depended upon
- Education for children and childcare facilities.

States should also ensure that members of the same extended family or community are not separated as a result of evictions.

As per paragraph 60, when eviction is unavoidable and necessary for the promotion of the general welfare, the State must provide or ensure fair and just compensation for any losses of personal, real, or other property or goods, including property rights or interests.

2.3.4 Voluntary Guidelines on Responsible Governance of Tenure of Land, Forests and Fisheries (VGGT)

The VGGT provide direction and information on internationally accepted practices for systems involved in the rights to use, manage, and control land, fisheries, and forests. As per Section 3, states should:

- Reasonable measures should be taken to:
 - Identify, record, and respect legitimate tenure right holders and their rights, whether or not tenure is formally recorded
 - Refrain from infringement upon tenure rights of others and to meet the duties associated with tenure rights.
- Safeguard legitimate tenure rights against threats and infringements. Tenure right holders should be protected against the arbitrary loss of their tenure rights, including forced evictions inconsistent with their existing obligations under national and international law.
- Promote and facilitate the enjoyment of legitimate tenure rights. Active measures should be taken to promote and facilitate the full realisation of tenure rights or the making of rights transactions, such as ensuring that services are accessible to all.
- Access should be provided to everyone, through judicial authorities or other approaches, to resolve tenure rights disputes. Affordable and prompt outcome enforcement should also be provided. States should provide prompt, just compensation where tenure rights are taken for public purposes.

- Active measures should be taken to prevent tenure disputes from arising and from escalating into violent conflicts. States should endeavour to prevent corruption in all forms, at all levels, and in all settings.

Under Section 8.1, states should ensure that appropriate systems are used for the fair and timely valuation of tenure rights for specific purposes, such as the operation of markets, loan security, tenure rights transactions resulting from investments, expropriation, and taxation. Such systems should promote broader social, economic, environmental, and sustainable development objectives.

Under Section 8.2, valuation-related policies and laws should ensure that valuation systems consider non-market values such as social, cultural, religious, spiritual, and environmental values where applicable.

As per Section 12.2, Considering that smallholder producers and their organizations in developing countries provide a major share of agricultural investments that contribute significantly to food security, nutrition, poverty eradication and environmental resilience, States should support investments by smallholders as well as public and private smallholder-sensitive investments.

Under Section 12.6, States should provide safeguards to protect legitimate tenure rights, human rights, livelihoods, food security and the environment from risks that could arise from large-scale transactions in tenure rights. Such safeguards could include introducing ceilings on permissible land transactions and regulating how transfers exceeding a certain scale should be approved, such as by parliamentary approval. States should consider promoting a range of production and investment models that do not result in the large-scale transfer of tenure rights to investors, and should encourage partnerships with local tenure right holders.

Under Section 15.5, Where States choose to implement redistributive reforms, they should clearly define the objectives of reform programmes and indicate land exempted from such redistribution. The intended beneficiaries, such as families including those seeking homegardens, women, informal settlement residents, pastoralists, historically disadvantaged groups, marginalized groups, youth, indigenous peoples, gatherers and smallscale food producers, should be clearly defined.

As per Section 23.1, states should ensure legitimate tenure rights to land, fisheries, and forests of all individuals, communities, or peoples likely to be affected -- with an emphasis on farmers, small-scale food producers, and vulnerable and marginalised people -- are respected and protected by laws, policies, strategies, and actions to prevent and respond to climate change effects consistent with relevant climate change framework agreements.

2.3.5 Green Climate Fund's Environmental and Social Policy

The Green Climate Fund (GCF) has established an Environmental and Social Policy describing how the GCF integrates environmental and social considerations into its decision-making and operations to effectively manage environmental and social risks and impacts and improve outcomes.

During screening and risk assessment activities, GCF policy requires considering risks related to involuntary resettlement and indigenous people.

Section 46 specifies that ESMPs are required and that all activities are screened -- including sub-projects of programs and activities requiring financial intermediation -- for potential involuntary resettlement impacts, with ESS land acquisition and involuntary resettlement standards taken into account.

GCF-financed activities must be designed and implemented to avoid or minimise involuntary resettlement. If involuntary resettlement is unavoidable, GCF requires -- through informed consultations and participation of the people or communities affected by the activities -- RAP preparation or, if specific activities or locations are undetermined, a RPF proportionate to the extent of physical and economic displacement and the vulnerability of the people and communities.

The RPF must include provisions for the development and implementation of site-specific RAPs. In cases of economic displacement or livelihood access restrictions resulting from land acquisition and resettlement, livelihood restoration and compensation plans or frameworks must be developed. The plans or frameworks must complement the activity social assessments and provide guidance on specific issues and due process related to:

- Involuntary Resettlement
- Land Acquisition
- PAP Consultations regarding:
 - PAP rights and options
 - Asset compensation
 - Free, prior and informed consent in cases of indigenous lands and territories
 - Livelihood loss and restoration
 - Transition allowances
 - Facilities and resettlement sites
 - Grievance redress.

Section 64 requires that RAPs and RPFs are publicly disclosed in the same manner and time frame as core instruments such as ESIA, ESMP, and/or operational ESMS and ESMF. The documents must be sufficiently comprehensive to inform proposed activity assessment and decision.

2.4 Green City Kigali Project Policies

As part of the 2019 Pre-ESIA, the Project has committed to adhere to WB Involuntary Resettlement Safeguard Policies and KfW's Sustainability Guidelines.

The GCK Mid-term Feasibility Study (2019) complies with the National Land Policy and Expropriation law by ensuring RAP implementation (and, implicitly, this RPF).

2.4.1 Kigali Master Plan (2019)

The Kigali City Master Plan (KCMP) identifies a Green City development theme arising from Rwanda's national green growth and climate resilience strategy. The KMP identifies the need for a resettlement development model aligned with national legislation and policies.

2.5 Gap Analysis of National Law and WB/KfW Standards

International Standards require that Project Proponents demonstrate how they will address gaps between domestic requirements and international standards and requirements.

A gap analysis with the differences between Rwanda national legislation and policy and WB and KfW Guidelines and how they are mitigated in this RPF is presented in Table 3

Table 3: Comparative Analysis of National Law and WB/KfW Requirements

Resettlement Topic	Rwandan Legislative Requirements	WB/KfW Requirements	Gap	GCK Strategy for GAP Closure
Stakeholder Engagement	Expropriation law requires evidence that communities are sensitised about the project and consultative meetings are held at the outset, PAPs are communicated with before survey/valuation and will sign off on compensation valuation.	Extensive engagement with PAHs required, including those with no legal claim to the land they occupy. ESS specifically requires that women's perspectives be obtained, and their interests factored into all resettlement planning and implementation aspects.	International standards also require engagement with those without legal right to the land they occupy.	Work with Project Implementation Unit (PIU) to detail agreed-to engagement procedures with illegal users, while not creating national policy precedents. Any agreed-to strategy to be detailed in this RPF. (SEP) to ensure women's perspectives adequately captured in all engagement processes.
Displacement Minimisation	Does not expressly address displacement minimisation.	Displacement should be avoided or minimised to the extent possible.	National legislation does not expressly seek to minimise displacement.	Review Project designs and where feasible, amend project boundaries/designs to avoid displacement. Where displacement is unavoidable, assess opportunities for

				integration in final scheme designs
Participation and consultation	The Rwandan law on Expropriation simply stipulates that affected peoples be fully informed of expropriation issues. The law also conflicts the very purpose of consultation and involvement by prohibit any opposition to the expropriation program if considered to be under the pretext of “self-centered justification”	WB ESS 5 requires that persons to be displaced should be actively be consulted and should have opportunity to participate in planning and design of resettlement programs	Ensure that resettlement activities are planned and implemented with appropriate information disclosure, meaningful consultation, and the informed participation of those affected	Adopt PS 5 methods of participation
Compensation Calculation	Law outlines valuation methods, which should be based on market rates.	Cash compensation should be sufficient to replace lost land and other assets at full replacement cost.	National law requires approval of Government Valuers. WB stresses full market replacement costs.	Compensation rates are determined by an independent valuer at market rates and if government rates fall short of replacement rates, RPF will outline measures taken to ensure full replacement rate requirements were met.
Eligibility	Owners will be eligible for compensation based on evidence of land titles.	Establish a cut-off-date for inhabitants' eligibility regardless of tenure.	WB recognises squatters' rights before cut-off,	All eligible owners of pre-cut off date assets (buildings, crops, etc.) will be considered for some level of

			regardless of legal tenure.	compensation and treated equally regardless of legal tenure.
Cut-off date	Rwanda's national expropriation law only require public disclosure of all assets valued after valuation and therefore does not have any explicit regulations on the announcement of a cut-off date	WB ESS 5 provides for a timeframe (cut-off date); people who encroach on the area after the cut-off date are not entitled to compensation or resettlement assistance)	WB ESS 5 requires that cut-off date information is well-documented and disseminated throughout the Project Area at regular intervals in written and (as appropriate) non-written forms and in relevant local languages. This includes posted warnings that persons settling in the Project Area after the cut-off date may be subject to removal	A cut-off date should be applied. Adopt PS 5 approach, which states that, where the borrower has offered to pay compensation to an affected person in accordance with an approved resettlement plan, but the offer has been rejected, the taking of land and related assets may only proceed if the borrower has deposited funds equal to the offered amount plus 10 percent in a secure form of escrow or other interest-bearing deposit, and has provided a means satisfactory for resolving the dispute concerning said offer of compensation in a timely and equitable manner.
Compensation Choices	Allows for compensation-in-kind, but focuses on cash compensation methodologies	ESS 5 states that projects must offer displaced persons the option for	WB specifies that replacement properties must be equal or higher value, and	Physically displaced persons will be offered a choice of replacement properties of equal or higher value,

		<p>replacement land.</p> <p>Compensation-in-kind is preferred, but cash compensation at full replacement value applies where appropriate.</p>	<p>there must be both a choice of properties -- replacement in-kind being the preferred option -- and a cash alternative where appropriate</p>	<p>with equivalent or better characteristics and advantages of location.</p>
Livelihood and Resettlement Assistance	No provision	<p>Livelihood measures should be developed to ensure PAPs are no worse off than they were prior to relocation and will ideally be better-off. The Project should be seen as a development opportunity with clear benefits for PAPs.</p>	<p>National Law does not specify assistance, but WB requires targeted assistance in terms of livelihood support.</p>	<p>Resettlement assistance, specifically moving assistance and allowances, will form part of the compensation framework, in addition to loss of earnings assistance and longer-term livelihood development Programs, as required</p>
Vulnerable Groups	No provision	<p>Vulnerable persons and households should be identified, and Programs established to offset impacts and allow households to take advantage of project benefits.</p>	<p>WB requires focused measures for vulnerable groups.</p>	<p>Specific efforts will be made to identify vulnerable, or potentially vulnerable, households at time of baseline surveys. Subsequently, specific transitional measures and provisions for vulnerable groups appropriate to their circumstances will be developed.</p>
Gender Considerations	National law does not detail particular	<p>The consultation process should</p>	<p>WB requires specific gender</p>	<p>Specific measures will be taken to ensure women's</p>

	considerations for women.	ensure that women's perspectives are obtained, and their interests factored into all aspects of resettlement planning and implementation .	considerations are in place throughout the entire resettlement process.	views are incorporated and captured during the socio-economic surveying process and safeguards put in place to protect the women's rights throughout the resettlement process, particularly compensation. Mitigation measures -- specifically designed for improving the livelihoods of Project-affected women -- will be developed.
Grievances	Expropriation law allows only for written objections at initial project announcement and objections to valuation, whereby PAP must assign a valuer at their own cost.	Must establish a grievance mechanism to receive and address specific concerns about compensation and relocation, including a recourse mechanism designed to resolve disputes in an impartial manner.	WB requires specific grievance mechanism to be in place.	Develop, with PIU, a grievance mechanism compatible with existing legislation and WB requirements, including use of Land Adjudication Committees, as well as access to courts.
Monitoring and Evaluation (M&E)	No provision	Requires monitoring and reporting on RAP implementation effectiveness.	WB requires effective monitoring and evaluation of RAP implementation effectiveness.	Determine, with PIU, M&E Program to monitor outcomes for relocating households, including need for comprehensive baseline surveys

				as referenced above.
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3. Baseline Data Collection and Analysis – Overview of Project-affected People

Data collection serves as a crucial tool for informing the next versions of the RPF and related sub-project RAPs. Data collection will support the Project in obtaining details regarding displacement impacts of the respective Sub-Projects which will inform the targeted support measures under the RAPs. The following Section outlines important aspects of the data collection process.

3.1 Baseline Data Collection & Analysis

Secondary Data Collection

Secondary data sources serve an important role in designing Socio-economic Survey materials and can provide valuable comparisons to assess differences between national-level indicators and those identified in the primary data collection process. In general, Project related data capturing should align to national indicators.

Demographic Data

The PAP census, gathered through the surveys, is a critical initial step in RPF and subsequent RAP(s) preparation. The Project demographic data can serve four important and interrelated functions:

- 1) Enumerating and collecting basic information on the affected population
- 2) Registering the affected population by residence or locality
- 3) Establishing a list of legitimate beneficiaries to counter spurious claims from those moving into the Project Area solely in anticipation of benefits
- 4) Laying a framework for necessary subsequent socio-economic research.

Socio-economic Studies

In addition to basic demographic data (age, sex, family size), PAP social and economic information (health, education, occupation, income sources) should also be gathered. This information can provide resettlement planners with a general understanding of Project-affected communities and the scope of compensation and resettlement assistance necessary to mitigate adverse effects.

Survey design must ensure it adequately captures vulnerable groups in the Project Area. These groups may include households headed by women or children, people with disabilities, and the extremely poor. In addition, all data collection must incorporate a gender disaggregated baseline.

Baseline Data for Monitoring and Evaluation

In addition to using gathered information to establish resettlement implementation indicators, it can also be used to monitor and evaluate income restoration and sustainable development initiatives.

Affected Asset Inventory

The Project must conduct a detailed survey of losses for each Project-affected household, enterprise, and community. The survey should account for land acquisition, physical asset losses, and loss of income. Assets held collectively, such as water sources, plantations, forest resources, and community structures should be recorded separately. It is essential that the Project consult with PAPs to develop a reasonable consensus on methods and formulas to be used for assigning value to lost assets and forgone income during resettlement.

The ESRI GIS already in use as part of the ESIA process and will be adapted to create a database for all data collected. Data will be housed in an integrated Project database that will be developed for the effective storage and analysis of all baseline data. The database will contain all baseline survey details, including integration with the ESIA data within a secure system, allowing for effective data analysis. The data will also be linked to a mapping system, which will include all Project Area productive lands and structures.

The database will be used to assist in survey data analysis, assessment, and asset valuation for compensation, compensation payment, sign-off, and moves of resettling households and future project monitoring and evaluation.

3.2 Baseline Data Collection to Date

The GCK Project undertook initial baseline socio-economic data collection to gain an understanding of Project impacts and potential numbers of affected households and assets.

Existing Data Review

The existing data review incorporated a review of the Pre-ESIA (2019), which included preliminary settlement, land use, and ecosystem demarcation.

The Fourth Rwanda Population and Housing Census (2012) was reviewed as part of the pre-ESIA process in order to compare the Project Area baseline data findings with national trends.

Remotely sensed Imagery Analysis

Imagery of the entire Project Area was obtained and overlaid with proposed project infrastructure and land uses. From this assessment, potential numbers of affected households, assets, and requirements for comprehensive household and asset surveys were identified. Figure 11 illustrates the types of digital imagery generated.

Figure 11: Examples of Land Use Maps Indicating Settlement and Wetland Ecosystem Location



Ground-Truthing and Consultations

Project ESIA consultants conducted a rapid transect and review of the Project Area and engaged in informal discussions with community members and some affected households to verify and collect additional qualitative data as part of the Mid-term Feasibility Study process.

Preparatory Field Work

Research was undertaken in 2019 as part of the Mid-term Feasibility Study and followed up with research which was part of the Pre-ESIA in 2019. This work is now the basis for completion of the ESIA (in August 2020) which will provide further refinement of impacts and potential compensation cost estimates.

Household Surveys

Data reflected in this RPF Version is drawn from the 2012 census, which targeted 20% of households living within the 600ha of the Kinyinya Hill site.

Thematic Mapping

The Project is developing detailed maps based on the asset surveys and project designs to map and analyse affected assets and households.

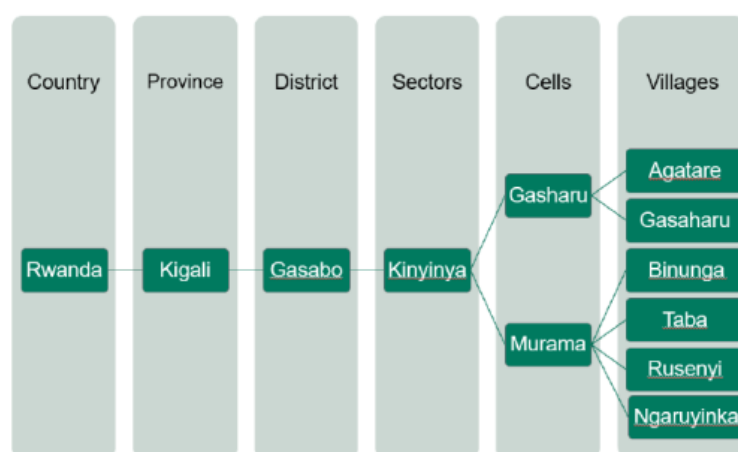
3.2 Summary of Socioeconomic Baseline

This section summarizes the socioeconomic baseline collected to date for the overall GCK Project (obtained from the High-level ESIA).

3.2.1 Administrative Organization

Administratively, a District has four levels as defined by the National's Decentralization Policy. The top-bottom structures are: District (Akarere) level, Sector (Umurenge), Cell (Akagali), and Village level (Umudugudu). Currently, Gasabo District has 15 Sectors, 73 Cells and 501 Villages. The Project is located in Gasabo District, Kinyinya sector, specifically covering two cells (Gasharu and Murama) and the villages of Agatare, Ngaruyinka, Rusenyi, Gasaharu, Taba and Binunga.

Figure 12 Overview of Administrative Division in the Project Area

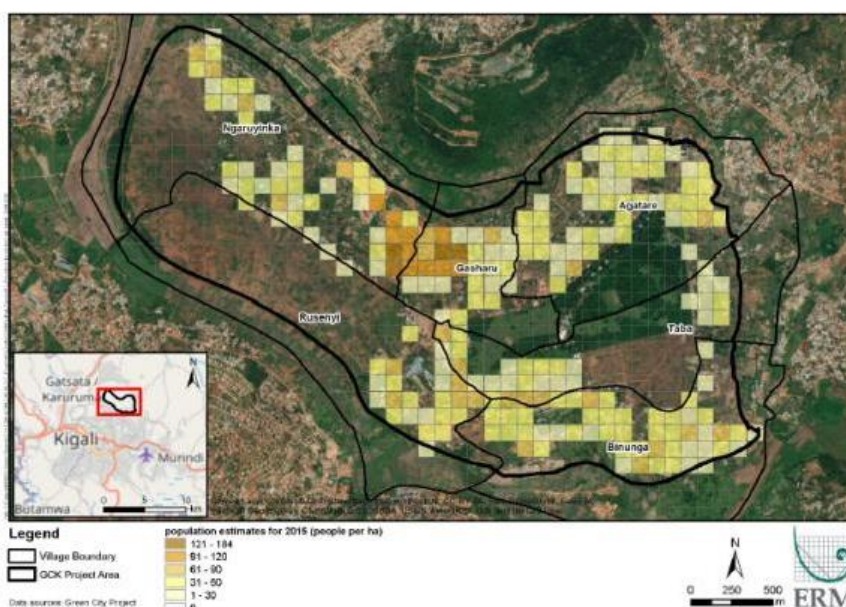


Source: High-level ESIA

3.2.2 Demographics

Based on the preliminary results of the 4th Population and Housing Census (RPHC,2012⁹), Kinyinya sector had in 2012 a population of 57,185, representing 10.77% of the total population for Gasabo District (530,907). The Kinyinya sector comprises of 16,507 households with an average household size of 3.5 persons. The population of Kinyinya is predominantly male and 83.6% of the households are headed by male, while 17.4% are headed by female. The sector is heavily urbanised with 91.9% of the population living in urban areas. The Gasabo District population is mostly young, with an average age of population is 25.5 years. The elderly (60 years and above) represent only 2.2% of the total population of the District. The total number of residents living in Kinyinya Hill is estimated¹⁰ to be around 37,200 people.

Figure 13 Population Estimate and Density in the Project Area (Data 2015)



Source: High-level ESIA

3.2.3 Income and Employment

The Integrated Household Living Conditions Survey EICV 3 (2012) results indicated that the Gasabo District's labour force (working population: persons above 16 years) is 280,000 people constituting 4.8% of the country's labour (5,888,000 people). The population of Kinyinya belongs to the medium and low-income class.

The district's employment rate is approximately 72% in 2021. Main sources of employment for the districts is shown in the following Table.

⁹ National Institute of Statistics of Rwanda (2012) Fourth Population and Housing Census: Provisional results. Rwanda. Available at: <https://microdata.statistics.gov.rw/index.php/catalog/65>

¹⁰ According to calculations in the Final Feasibility Study

Table 4: District Level Employment

	<i>Public</i>	<i>Parastatals</i>	<i>Private, formal</i>	<i>Private, informal</i>	<i>Others</i>
<i>National</i>	<i>9.1</i>	<i>3.4</i>	<i>16.2</i>	<i>69.5</i>	<i>1.7</i>
<i>Nyarugenge</i>	<i>11.5</i>	<i>4.9</i>	<i>35.3</i>	<i>45.5</i>	<i>2.8</i>
<i>Gasabo</i>	<i>10.6</i>	<i>3.1</i>	<i>25.8</i>	<i>57.4</i>	<i>3.2</i>
<i>Kicukiro</i>	<i>8.6</i>	<i>6.4</i>	<i>27.9</i>	<i>53.5</i>	<i>3.6</i>

Source: High-level ESIA

3.2.4 Livelihoods

The main livelihoods in the Gasabo District are the following:

- **Agriculture.** Agriculture sector is mostly based on cultivation of avocado (42.9%) and French beans (36.1%), as well as on cash crops like sugar cane (5%) and coffee (2.8%). On a national level, the majority of households are growing French beans (65.8%), avocado (37.4%), squash (26.2%), sugar cane (10.9%) and coffee (10.8%). The Agricultural Household survey states that in the Gasabo district during 2016/2017 there were 2,292 listed households from which 615 (26.8%) were identified as a household whose largest source of income is derived from agricultural production (crop production and/or livestock). Furthermore, 34.4% are involved in crop production only, 6.9% only in livestock and 56.5% in both (crop production as well as livestock), the rest 2.2% were involved in both agricultural and non-agricultural activities. The average size of the agricultural household was 4.6.
- **Livestock production and productivity.** The main type of livestock raised by Gasabo District's households are hens, goats, and cattle. Gasabo District counted only one milk collection centre with a capacity of 1,000 l (2013) but it is not currently operational. Since 45.3% of the households' own cattle, the expansion of milk commercialization could be profitable.
- **Tourism.** The tourism sector in the Gasabo District and Kinyinya Sector can be a source of employment for a large share of population, given the comparative advantage Gasabo has in education. However, the tourism is not yet well developed.

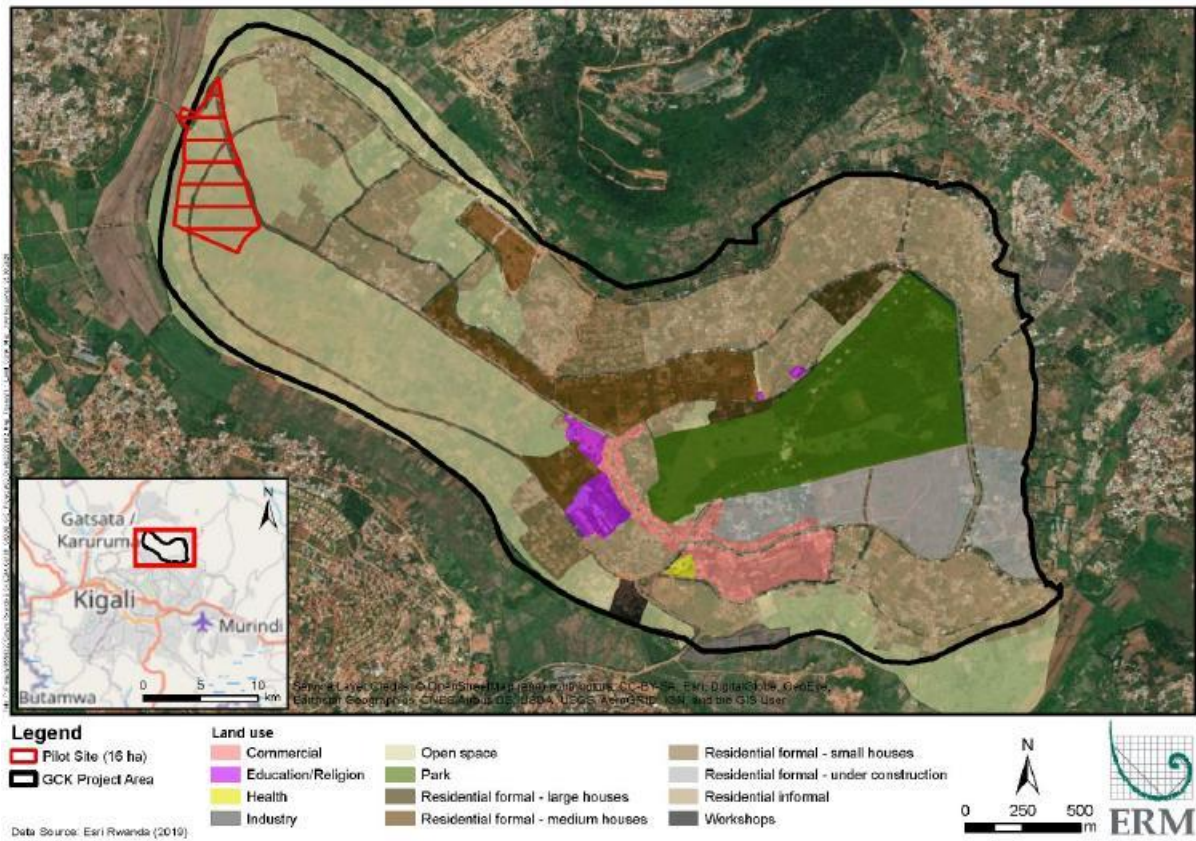
3.2.5 Land Use and Tenure

The approximate General Land Use Allocations (ha) of the overall GCK Project Site (600 ha) are currently divided as shown in Table and Figure below. The planning area features a mix of formal and informal residential communities. All residential is low rise, single family housing with little to no multistorey development identified

Table 5 Current General Land Use Allocations (ha) of the Project Site

Residential	81 ha
Agriculture	225 ha
Industries	5 ha
Public Facilities	9 ha
RSSB	130 ha
Infrastructure	69 ha
Deutsche Welle Site	70 ha
Cactus Project	14 ha

Source: High-level ESIA

Figure 14 Land Use of the overall GCK Project Site

Source: High-level ESIA

The structures in the area are mixed formal and informal. The share of informal settlements in consideration of formal settlements is not determined. However, information collected from the site states that informal settlements are around 96% of the total settlements with estimated 36,120 people living in informal settlements. Most of those people living in informal settlements have no land titles or don't own the land this being a complication for them to acquire the required construction permit.

3.2.6 Infrastructure and Public Utilities

The principal infrastructures are roads, social infrastructures such as health centres, schools and churches, transport facilities, electricity, water networks, sport centres and environmental infrastructure such as parks and recreational spaces.

3.2.7 Health

The District of Gasabo relies on two public hospitals, one private hospital and 18 health centres. Most of the villagers from Kinyinya get their health care at Kibagabaga hospital. In Kinyinya hill, the most frequently used health facility is the health centre (72.4%). There is a health centre that is located in Murama Cell that is used for non-intensive care or outpatient services. In Gasabo District, the mean walking time distance to a health centre is 43 minutes and 69.3% of households walk for less than one hour on average to reach a health centre. This walking-time is slightly longer than the 35-minutes national average for urban areas.

The leading causes of mortality in Gasabo District are malaria, respiratory diseases, AIDS, diarrheal diseases and diseases related to malnutrition. These various causes of mortality are often related to lack of hygiene or limited financial resources.

The diseases mostly affecting the people of Kinyinya are malaria and flu. The sexually transmitted diseases are rare (1.95% have been affected). Skin infections and diarrhoea are also not so common in Kinyinya Hill.

3.3 Future Baseline Data Requirements

Given the limited data-gathering thus far, and the fact that the survey was based on a 20% sample from the 2012 census, further comprehensive data-gathering and analysis will be required the Project which will be carefully scheduled to coincide with any Sub-Project Cut-off Date declaration.

Detailed PAP household data will be collected and will serve five purposes:

- 1) PAP household identification
- 2) Vulnerable household identification
- 3) Inform the establishment of household and community-level compensation entitlements
- 4) Yield basic social and economic information for appropriate livelihood and vulnerable assistance development packages
- 5) Provide quantifiable baseline data for future RAP implementation monitoring and evaluation.

Critical steps in baseline data-gathering and analysis will include:

- Survey matrix development
- Secondary data source analysis
- Stakeholder engagement, including community meetings, FGs, and key stakeholder interviews (discussed further in Section 5)
- Cut-Off Date Declaration
- Rapid Asset Survey (Immoveable Assets)

- Fully Built Asset Survey (Immoveable Assets)
- Land, Farms, and Crops Survey
- Socio-Economic Survey.

The key steps and surveys are discussed further below. In order to ensure integration of all Project data collection, a preliminary data matrix (**Appendix 1**) has been developed. FONERWA, as the institutional information repository for the Project will regularly update the survey matrix and data collection forms and ensure all sub-project data collected is compatible. The next iteration of the RPF must include a standard socio-economic survey form that can be applied for all RAPs.

Community Coordination Committees of the Sub-Projects and local authorities will play a crucial role in supporting the Sub-Project data collection process, particularly related to facilitation.

3.2.1 Survey Matrix Development

In order to ensure a systematic approach to data collection a Data Collection Matrix has been developed, as set out in **Appendix 1**.

The purpose of the matrix is to ensure that all the types of data to be collected are identified and the most effective data collection methods are selected. In some cases, more than one data collection method will be used to triangulate information for accurateness, but where this is not necessary then the matrix will help to avoid unnecessary duplication of data collection and community survey fatigue.

The Survey Matrix will confirm survey participants and appropriate survey methodologies. In addition to Rapid and Full Asset Surveys and a comprehensive Household Socio-economic Survey, data will be gathered via FGs and Key Person Interviews, as well as meetings with government stakeholders. These data-gathering methodologies are discussed further in Section 4: Stakeholder Engagement.

In developing the Survey Matrix, the survey timing will be considered, not just in terms of coordination with Cut-off Date declarations, but to ensure maximum participation and minimal inconvenience (e.g., ensuring daily activities and Rwanda's multiple farming seasons are considered). Depending on final Project and Cut-off date phasing (considered in Section 4: Project Impacts & Mitigation Strategy), surveys may also need to be conducted at different times for various project components.

3.2.2 Analysis of Secondary Data Sources

The Project will identify and examine relevant secondary data sources related to the project-affected communities and areas, including:

- Government education, health, livelihood, business, tax and other socio-economic records and reports for the households, businesses and communities that form part of the other surveys as well as comparative communities in the area
- State and local development plans
- Field studies and prior reports commissioned by MP
- Academic and international aid agency reports

- Results of randomized evaluations and development outcomes to inform livelihood programs.

FONERWA will be tasked with maintaining an up-to-date repository of relevant secondary data resources that will be shared with any Sub-Project to facilitate the RAP development.

3.2.3 Cut-off Date Declaration

Rwanda's national expropriation law only require public disclosure of all assets valued after valuation and therefore does not have any explicit regulations on the announcement of a cut-off date. However, WB ESS 5 requires that cut-off date information is well-documented and disseminated throughout the Project Area at regular intervals in written and (as appropriate) non-written forms and in relevant local languages. This includes posted warnings that persons settling in the Project Area after the cut-off date may be subject to removal.

The cut-off declaration should be carefully planned and widely communicated, to ensure it is understood and agreed to by the affected communities. Prior to the conducting of any baseline data collection activities, the Project will prepare and implement a specific targeted Communications Plan, in order to facilitate the understanding and backing and presence of community leaders, household heads, relevant government representatives and other necessary parties during the process. The Communication Plan will outline the purpose of, and process for, undertaking baseline data collection. With regard to the use of photography and audio and video recording, the Project will ensure that it puts in place appropriate stakeholder engagement mechanisms to address potential community sensitivities and avoid misunderstandings.

The Project will ensure that suitable arrangements are in place to deal with project-affected people who need support during the process e.g. illiterate people.

Cut-off date declaration will ideally be coordinated with the Rapid Asset Surveys to ensure expedited asset capture and so surveyors can simultaneously inform households of the cut-off date and their rights and responsibilities, both verbally and in writing. Where households are absent, notices should be posted on structures.

A guide for sequencing of data collection field work is set out in Table 6.

Table 6: District Level Employment

Method	Timing	Typical Community Involvement	Other Participants
Entitlement Cut-Off Date	Once Project Communications Plan and stakeholder engagement planning process is complete.	Will be informed by various levels of engagement.	Government to be informed as necessary
Rapid Asset Survey (RAS)	On date that Entitlement Cut-Off is declared.	Designated community leaders, household heads (if available) and representatives of owners of public structures and facilities (if available) to be present with each survey team	
Full Built Asset Survey (including related land)	Immediately after RAS.	Designated community leaders, household heads, business heads and representatives of owners of public structures and facilities to be present with each survey team	Government representatives
Crops and Commercial Trees	In parallel with FBAS	Designated community leaders and household heads / farm	Government representatives

Method	Timing	Typical Community Involvement	Other Participants
Survey (including related land)		owners / users to be present with each survey team	
Socio-Economic Survey	The census and socio-economic Survey will take place after the RAS and in conjunction with the FBAS.	Designated community leaders and household heads to be present with each survey team	Government representatives as necessary
Photography and Videos	As part of all surveys	Will be informed	
Key Person Interviews	Prior to and in parallel with FBAS	Key persons interviewed	
Focus Groups	In parallel with or shortly after FBAS	Community members invited to the focus groups	
Cultural Heritage	Questions to confirm whether or not there is tangible cultural heritage will form part of above surveys. With respect to intangible cultural heritage, data will be collected as part of the surveys mentioned in previous rows	Community leaders, household heads and religious leaders, as necessary	Representatives of relevant government agencies, as necessary
Secondary Data	Prior to and in parallel with FBAS	As necessary based on identified sources	As necessary based on identified sources

3.2.4 Rapid Asset Survey

The Rapid Asset Survey (RAS) records all Project Area structures on the cut-off date. The purpose is not to assess structures for valuation, but to quickly record basic data to prove which structures existed pre-cut-off date, and limit Project Area speculation. All buildings built subsequent to the RAS will be considered post-cut-off date and ineligible for compensation.

Project Area locations should be divided into zones with survey teams assigned to each zone to ensure efficiently area coverage and coordination. Survey teams should be trained prior to implementation, including in survey form piloting before full implementation.

The following information will be incorporated into the survey forms and gathered through the RAS:

- Development of a unique identifier (code) for each zone, homestead, and structure
- Record of all immovable structures
- Basic owner/occupier information (where present)
- Basic structural observations
- Photographs of building number, and structure owner (if present)
- Building GPS coordinates
- Issuance of cut-off date notice, including verbal explanation if possible
- Sign-off by relevant owners (where present) and witnesses.

Each survey team will include PIU representatives to communicate the cut-off date implications as well as survey and compensation processes.

In addition, the survey process as a whole shall be overseen by the following key people:

- District Task Force (DLT) representatives to witness that the survey is carried out in a fair and transparent manner
- District Land Board (DLB) representatives, to verify that the survey is undertaken according to government regulations.

3.2.5 Full Built Asset Survey

The Full Built Asset Survey (FBAS) should commence immediately following completion of the RAS.

The FBAS will collect the following information:

- Basic demographic data (number of persons per household)
- Structure survey (internal and external measurements, recording of all construction materials)
- GPS coordinate reconfirmation
- Detailed structure sketches
- Photographic records
- Sign-off by owners and witnesses.

The central purpose of the FBAS will be to confirm the RAS results, determine if any speculative building has occurred since the GCK Project cut-off date was announced, and to collect detailed measurements and construction details for asset valuation.

As with the RAS, each survey team will include PIU representatives to communicate the cut-off date implications as well as survey and compensation processes. The survey process should be overseen by PIU and DLB representatives to verify that the survey is conducted according to government regulations.

3.2.6 Land, Farm, and Crop Surveys

The purposes of the Land, Farm and Crops Surveys will be to:

- Record all Project Area crops prior to the cut-off date and assess them for compensation
- Reconfirm all farm boundaries and ownership to determine deprivation of use of land compensation
- Record all Project Area non-cropped sites to determine deprivation of use of land compensation.

All crops planted subsequent to the Crops Survey are considered post-cut-off date and will be ineligible for compensation.

The following information will be gathered by the survey teams:

- Basic owner or occupier information
- Farm boundary reconfirmation
- Basic crop information
- Ownership interests in the land
- Dated photographs of farmer and GPS coordinates and photos of the farm
- Sign-off by farmers or owners and witnesses.
-

3.2.7 Socio-economic Survey

A detailed socio-economic survey will be required of 100% of impacted households. While a sample of households may be sufficient for ESIA development, detailed information will be

required for all directly impacted households for resettlement planning, monitoring and evaluation.

The socio-economic survey will gather detailed individual and household data on current living standards, income, and livelihoods, to identify potential adverse impacts and vulnerable people; refine livelihood supports; and serve as a baseline to measure the effectiveness of resettlement plans and mitigation measures in ensuring measurable improvements in the economic conditions and social well-being of affected people and communities.

The socio-economic survey will include a robust livelihood assessment, including both FGs and Key Person Interviews (KPIs) to inform the development of a livelihood restoration program and identify “positive deviants¹¹”.

The guiding questions for the qualitative data collection will focus on triangulating information and insights into economic activities and community well-being. Questions will aim to identify community champions and positive deviants that can inform successful, locally appropriate strategies for improving livelihoods.

Additional guidance for the required data field types is attached in **Appendix 1**.

3.4 Storage & Analysis of Baseline Data

The Project scale and informational requirements necessitate the secure storage of a large amount of data in accordance with data protection requirements. The data must also be analysed in order to develop mitigation programs and determine and pay compensation.

The ESRI GIS already in use will be adapted to create a database for all data collected. Data will be housed in an integrated Project database that will be developed for the effective storage and analysis of all baseline data. The database will contain all baseline survey details within a secure system, allowing for effective data analysis. The data will also be linked to a mapping system, which will include all Project Area productive lands and structures.

The database will be used to assist in survey data analysis, assessment, and asset valuation for compensation, compensation payment, sign-off, and moves of resettling households and future project monitoring and evaluation.

3.5 Project Information Repository Responsibilities

As outlined throughout the Section above, FONERWA will be responsible for undertaking the following activities to ensure the continuity and compatibility of the data collection process over the Project lifetime:

- Regularly update the Survey Data Matrix to ensure it accurately captures all required data points and outlines the relevant survey forms for collecting specific data
- Maintain an up to date list of relevant secondary data sources to be shared with all sub projects

¹¹ Positive deviance (PD) is an approach to behavioural and social change based on the observation that in any community there are people whose uncommon but successful behaviours or strategies enable them to find better solutions to a problem than their peers, despite facing similar challenges and having no extra resources or knowledge than their peers. These individuals are referred to as positive deviants. See Sternin, J., & Choo, R. (2000). The Power of Positive Deviancy. Harvard Business Review

- Maintaining a living set of survey forms for all relevant sat collection tools that is shared with any approved sub project
- Maintain an up to date land use map
- Maintain an appropriate information management system that is aligned with the ESIA that can integrate sub project specific data as applicable.

4. Stakeholder Engagement

The overall goal of consultation and stakeholder engagement is to establish an ongoing, accessible, and constructive dialogue with PAPs and other interested individuals and organisations so their views and concerns can be accounted for in project decisions in accordance with international good practice. To develop an effective SEP for the GCK pilot project, it is necessary to determine whom the stakeholders are and understand their needs and expectations for engagement, their interest, and objectives in relation to the Project. This information shall then be used to tailor engagement to each type of stakeholder.

4.1 Purpose & Objectives of Stakeholder Engagement

Given the Project is currently in the planning phase and specific designs of various Project components are yet to be undertaken and finalised, a general framework for stakeholder engagement is relevant as the outlined principles can be adjusted and applied to the various Project components. The overall aim of the Stakeholder Engagement Framework developed as part of the ESIA is to provide a framework to identify the actions the Project needs to undertake to ensure that a timely, consistent, comprehensive, coordinated and culturally appropriate approach is taken to consultation and project disclosure. The framework includes the core principles and applicable guidance for stakeholder identification and mapping, engagement, information disclosure, consultation meetings and public participation.

The SEF can be used to guide the development of project specific Stakeholder Engagement Plans (SEP), which will define the official stakeholder engagement processes for the various project activities taking place. Building off the principles and approaches laid out in the SEF, this RPF provides an overview of an SEP tailored for land access and resettlement purposes.

This high-level resettlement specific SEP aims to improve and facilitate decision-making and create an atmosphere of understanding that actively involves individuals, groups, and organisations that can affect, or be affected by, Project development.

The SEP's specific objectives are to:

- Work closely with key government departments, other organisations, community representatives, and communities in a coordinated way to enhance participation
- Continuously engage with all stakeholders through information disclosure, consultation, and participation in monitoring project activities to build positive relationships, minimise risks, and maximise opportunities for social development. This includes local communities and authorities, such as sector and cell committees and leadership
- Involve affected stakeholders in assessing and monitoring the Project's RAP and identifying improvements
- Integrate stakeholder information across the project planning functions (including risk assessment, design and engineering, health and safety planning, external communication, workforce planning) by, for example, ensuring regular information exchange and communication between various teams, managers, and staff
- Effectively and efficiently respond to stakeholders' concerns and complaints based on two-way engagement and the Project's grievance mechanism
- Provide periodic updates on evolving Project design changes and other developments and issues regarding through established communication mechanisms appropriate and accessible to local, national, and international stakeholders.

4.2 Approach to Stakeholder Engagement

4.2.1 Stakeholder Engagement Plan (SEP)

This section serves as an initial Stakeholder Engagement Framework (SEP), outlining principles and strategies to identify stakeholders and plan for a comprehensive engagement process. The focus of the SEP and subsequent comprehensive tailored resettlement Stakeholder Engagement Plan (SEP) will be based on a participatory approach amongst various stakeholders at the village, district, and national levels.

The purpose of developing stakeholder engagement strategies as part of the RPF is to:

- Inform Project-affected Persons (PAPs) about the Project and Project-related proposals and decisions
- Receive feedback from PAPs on Project proposals, record their concerns, and provide feedback on issues raised
- Consult PAPs on local economic and social conditions and gather local knowledge
- Ensure vulnerable group identification and participation
- Enable PAPs to participate in Project development, endorsement, and implementation
- Encourage stakeholder participation in monitoring and evaluation activities.

All Project-related engagement activities should be designed to achieve the following objectives:

- Maintain and strengthen constructive, ongoing relationships with Project stakeholders, based on mutual understanding, respect, and trust
- Ensure engagement activities are undertaken in a manner that is inclusive, culturally appropriate, and tailored to PAPs language preferences, literacy levels, and gender-specific needs
- Ensure all engagement activities are free of intimidation or coercion, and all participants are aware of their rights under national law and international standards.

4.3 Stakeholder Identification, Analysis and Mapping

WB ESS guidance note defines stakeholder identification as the process of:

- Identifying individuals, groups or local communities that may be affected by the project, positively or negatively, and directly or indirectly, making special effort to identify those who are directly affected, including the disadvantaged or vulnerable
- Identifying broader stakeholders who may be able to influence the outcome of the project because of their knowledge about the affected communities or political influence over them
- Identifying legitimate stakeholder representatives, including elected officials, non-elected community leaders, leaders of informal or traditional community institutions, and elders within the affected community.

GCK Project stakeholders will be identified through a variety of methodologies including:

- Formal discussions with local leadership and government agencies

- Community meetings and forums
- FGs with key groups such as landowners, women, youth, religious leaders, and farmers.

Local community stakeholders will also be identified through asset and socio-economic surveys, which offer an additional opportunity to gather project development concerns and issues.

Stakeholders' contact details will be recorded in the Project Database. Stakeholders will be mapped and analysed to understand their relationships, likely key issues, and the most effective engagement means for various groups. In order to ensure the continuity of Sub Projects, FONERWA will be responsible for regularly updating and maintaining the central stakeholder register that can be provided to any relevant Sub-Project.

4.3.1 Identification of Women and Vulnerable Groups

A key component of the WB's environmental and social standards update is the emphasis on ensuring vulnerable, women and youth are active participants in any Project. Women frequently suffer disproportionately when resettlement is badly planned or executed, as they are often a disproportionately large number of the poor; have more limited access to resources, opportunities, and public services than men; and as a result, rely more heavily on informal support networks within their existing communities.

The resettlement planning process will consider the situation of women and youth and adapt the engagement process as necessary to ensure that women have a role in decision making. This will include the identification of:

- Women's means of income generation and livelihoods, including non-formal activities such as gathering natural resources, or trading and bartering services and wares
- Women's social and economic networks, including extended family ties; and,
- Women's ownership of affected assets, including land and crops, in order to appropriately compensate them.

Women's status in Rwanda remains vulnerable and marginalised. The primary issue facing rural women is a lack of economic empowerment, resulting from traditional custom, where women in peri-urban and rural areas are mainly responsible for household tasks and have limited access to employment and income-generating opportunities, a lack of skills training, and a general detachment from economic development.

Their intimate knowledge of issues such as land management, water resources, and food security make women essential contributors to a public consultation process. They can provide valuable information to specialist studies and are frequently in a good position to identify community needs and priorities that can be supported by social development programs.

The following specific steps will be taken to promote women's equitable and meaningful participation:

- Consultative events such as meetings will be timed to consider the various demands on women's time such as other work and meal preparation

- Baseline social profiles compiled as part of the land access and resettlement process special studies will include an analysis of gender dynamics and disparity between men and women's participation in the local and provincial economy. This information will be used as a basis for further planning to involve and meet the needs of female community members
- Training and awareness-raising workshops will be offered to sensitise participants to the relations between men and women, and to transform traditional relationships that have not allowed women to realise their potential
- Information posted on community notice boards will be presented in a gender-sensitive manner
- When monitoring the effects of ongoing community consultation, data will be collected and recorded in a gender-disaggregated manner so as to provide insight into the differential impacts of the Project on women and men.

4.4 Stakeholder Groups

At this stage, a number of key stakeholders have been identified and summarised below.

Government Ministries

GoR ministries will be critical for monitoring for compliance, and issuing licenses and permits. Government ministries may also be involved in livelihood improvement programs, such as agricultural outreach services. These ministries include: Ministry of Environment, Ministry of Infrastructure, Ministry of Local Government, Ministry of Agriculture and Animal Resources, and their associated agencies.

Local Authorities

This group may include the CoK, district (Gasabo), sector, cells and villages. Each level of local authority will play a critical role in ensuring adherence to the RPF.

Local Communities

The Project will develop a Local Resettlement Committees (LRC) to participate in the compensation, valuation, sign-off process, and cell-level grievance review. The LRC play an important role as intermediaries between the Project and the community and therefore, the LRC must be representative of all stakeholder interests. Therefore, the LRC must include women, youth and vulnerable as active participants to ensure the interests and concerns of these stakeholder groups are represented. In addition, other members may include private sector representatives, faith-based organization, CSOs. This committee should be inclusive enough and also include representatives from local authorities especially from sector to village level.

Special Interest Groups

Residents, some of whom are small-scale and subsistence farmers, are the primary Project Area special interest group. Youth and women are particular special interest groups:

- Youth will benefit from and be greatly interested in additional employment opportunities
- Women, who can potentially be heavily impacted by land access and resettlement, culturally do not tend to participate in decision-making, will require special Project measures to ensure their participation and ability to benefit from Project programs.

Non-Governmental Organisations (NGOs)

Large-scale infrastructure projects throughout the world are under increasing scrutiny due to potential impacts to mostly rural groups. The Project will need to actively engage with Project Area, national, and provincial NGOs.

In addition, Project Area NGOs will be identified for potential collaboration on livelihood and vulnerables programs.

Contractors

Project Area contractors will be encouraged to hire local community members, particularly for semi-skilled and unskilled jobs.

4.5 Stakeholder Engagement To-date

Community participation and inputs into Project development to-date has been assured through the following mechanisms:

Initial Site Visits and Transect Walks

Site visits -- including transect walks with community members and leaders -- were conducted during initial scoping and for the 2019 Pre-ESIA preparation. This aided in initial stakeholder and potential impact identification, as well as in providing a first opportunity for Project sensitisation.

Meetings with Local Government Agencies

Meetings have been arranged with Gasabo District and local community leadership to discuss the Project objectives and key impacts. Future consultations will centre on possible resettlement and compensation requirements and related issues and concerns. The role of district agencies and village committees in the land access and resettlement process will be established.

Public Meetings

Public consultations were held primarily during the following periods:

- During the 2019 Pre-ESIA study
- During 2020 ESMP development
- During the 2019 Mid-term Feasibility Study Urban Labs
- During the May 2019 public disclosure of the Kigali Master Plan.

Community Meetings

Regular consultations meetings with the sector of Kinyinya, the cell of Murama and the village of Ngaruyinka were held since August 2020 for the overall GCK Project.

A preliminary high-level consultation for the pilot project with the head of Ngaruyinka village was also conducted in June 2021 as part of the field mission to inform this Preliminary RAP for the 16ha Pilot Site Sub-project.

Radio Show

Radio 1 hosted The Green City Kigali/Radio Show which consisted of 6 episodes, 30 min each, comprise of a brief introduction to the various components of the overall GCK Project

in the form of an interview to a national expert (20 min), followed by Q&A address listeners' remarks and questions (10 min).

Socio-economic & Asset Survey

The socio-economic survey conducted during Pre-ESIA preparation in November 2019 included household concerns and preferences (see, for example, the extensive list presented in the Mid-term Feasibility Study).

Key issues and concerns raised by communities to-date include the following¹²:

- Production – Crop production is hindered by transport costs for inputs such as fertilisers and manure. Households are prohibited from owning cattle in urban areas, so people prefer to move to rural areas to farm livestock.
- Livelihoods – Rental of home and out-building space and productive land is an income source that sustains household livelihoods. Relocation may result in owners losing their tenants and this safety net.
- The cost of living in the communities to which people will be resettled may be higher than that in the communities from which they will be resettled, so their incomes may not support them as well in the new communities.
- Transport and Mobility – Kinyinya Hill is poorly connected to the rest of the city. Public transport routes are inadequate. Safety is an issue for women on foot.
- Infrastructure – Most people do not have access to potable water. Stormwater management and flooding is a problem.
- Housing – Cost and financing make projects subject to elite capture as most people cannot afford the houses that are constructed.

Pilot Site Social Appraisal

Recently in June 2021, another social appraisal of the site was conducted by the ESIA and RAP teams for the 16ha Pilot Site Sub-project.

4.6 Planned Stakeholder Engagement Activities

Stakeholder engagement on all resettlement-related issues will occur through a variety of processes and activities, as discussed below. As part of the efforts to ensure a standardized and methodological approach to engagement, FONERWA will develop and maintain a standard template outlining the approach for Project related sensitisation meetings as well as a guiding list of focus group and key person interview questions.

4.6.1 Sensitisation Meetings

A series of sensitisation meetings, open to the public, will be held periodically.

The purpose of initial public meetings will be to:

- Introduce the Project, including discussions around Risks and adverse impacts from project activities, proposed mitigation measures or adaptation measures to the adverse impacts

¹² Mid-Term Feasibility Study (2019) Annex 1

- Gather opinions on proposed project interventions for each sub-project component,
- Input on their expectations of the project intervention areas, benefits expected from the project
- Explain the land access process
- Gain trust and support for the process
- Declare Project Area cut-off date
- Outline cut-off date rights and responsibilities
- Outline surveying procedures.

Further meetings will:

- Detail Project progress
- Address community concerns
- Outline resettlement and livelihood programs and program eligibility criteria
- Inform regarding resettlement construction and moves.

Broad stakeholder concerns and comments will also be gathered in these meetings, but not as a substitute for more focused stakeholder consultation methods.

4.6.2 Focus Groups (FGs)

Relevant focus groups (FGs) will be formed as part of the socio-economic assessment for open discussion of specific concerns. The following FG types will be consulted with on a village-level basis:

- Key persons / opinion leaders
- Religious leaders
- Women
- Youth (men and women)
- Children
- Farmers
- Landowners.

4.6.3 Key Person Interviews

Specific Project Area residents will be interviewed on a regular basis to ascertain Project support and determine any concerns that have not been openly raised in other forums.

4.6.4 Socio-economic and Asset Surveys

Comprehensive surveys will be conducted as part of the resettlement planning process, particularly a comprehensive socio-economic survey of all PAHs and an asset survey of all affected immoveable assets.

In addition to the survey data gathered, questionnaires will allow for detailed individual feedback on stakeholder concerns outside of the group format.

4.6.5 Noticeboards

GCK Project noticeboards, located in the communities, will be used to disseminate information and advertise consultation activities. Additional boards will be erected at key Project Area locations.

4.6.6 Project Factsheets

A series of factsheets will be developed to further explain key Project aspects, such as baseline surveys and crop enumeration. These factsheets will seek to address frequently asked questions, and act as a guide for both community relations staff and stakeholders.

4.6.7 Media Broadcasts

Messages broadcast on local radio stations and community public address systems will inform PAPs and key stakeholders of planned community meetings and outline key project activities such as cut-off declaration and surveys, as well as educating and informing PAPs on livelihood programs and compensation and resettlement plans.

4.7 Implementation

4.7.1 Resources and Responsibilities

GCK Project PIU has overall responsibility for stakeholder consultation and involvement, and PIU will establish a distinct unit to oversee this important Project aspect.

Key GCK Project stakeholder-related responsibilities:

- Respond to concerns and issues expressed during public consultations
- Effective information disclosure
- Allocate sufficient funds to implement a viable SEP
- Effective consultation with all stakeholders
- Ensure that all public consultation and information disclosed is documented
- Incorporate consultation results into project planning
- Maintain an effective grievance procedure
- Disclose key project documents.

4.7.2 Reporting and Evaluation

The GCK Project will maintain an active file of all public consultation and disclosure documentation, which will be available for public review upon request. Any commitments made at any point during the engagement process must be recorded and tracked.

SEP evaluation is qualitative as well as quantitative, and evaluation occurs as part of overall project evaluations on a regular basis as well as at project milestones (See Section 14: Monitoring and Evaluation for additional details).

4.7.3 Record-keeping

Record-keeping will be planned and thorough, and will follow specific procedures:

- Electronic and hard copy filing systems will be maintained for all external relations activities

- Issues/commitments raised/ made at meetings will be recorded and distributed to meeting attendees for verification at regular intervals
- Attendance registers will be completed at all meetings, and, as possible, digital photographs and/or video recordings will be made of all meetings
- A comprehensive record for reporting purposes will be kept of:
 - All meetings (dates, venues, attendees, objectives)
 - All comments, compliments, grievances and responses to these
 - Times and content of media advertisements and radio broadcasts.

4.8 Future Stakeholder Engagement Schedule

The subsequent iteration of the GCK Project RPF and sub-project RAPs will include a detailed SEP covering planned consultation and disclosure activities occurring prior to any cut-off date declaration. This will include development of a detailed stakeholder engagement schedule.

4.9 Project Information Repository Responsibilities

As outlined throughout the Section above, FONERWA will be responsible for undertaking the following activities to ensure the continuity and compatibility of the stakeholder engagement approach and its relationship to the overarching ESIA SEF. This includes the following responsibilities over the Project lifetime:

FONERWA will be responsible for regularly updating and maintaining the central stakeholder register that can be provided to any relevant Sub-Project

- FONERWA will develop and maintain a standard template outlining the approach for Project related sensitisation meetings as well as a guiding list of focus group and key person interview questions.
- Maintain an up-to-date database of external relation activities and lessons learned from Sub-Project engagements
- Develop and maintain an up-to-date stakeholder analysis table and map.

5. Project Impacts & Mitigation Strategy

5.1 Identifying Project Impacts

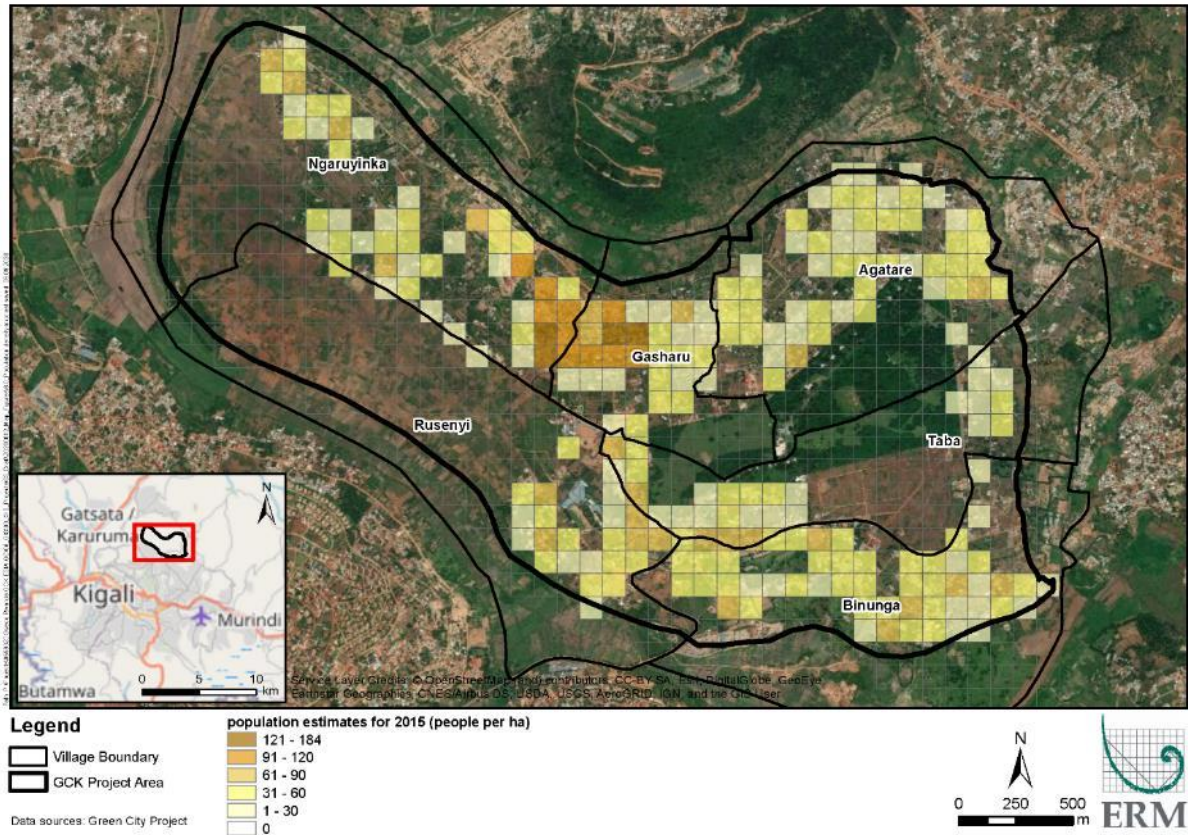
This Preliminary RPF seeks to identify the broad PAP categories and all potential adverse land-take-associated impacts on their livelihoods. This is based on the surveys, desk-based analysis, and ground-truthing undertaken to date.

The GCK Project identified and analysed potential positive and negative impacts and linked them to specific Project activities and phases during the Mid-term Feasibility Study. Identified impacts were examined in light of their characteristics i.e. nature (positive or negative), extent (spatial), occurrence (one-off, intermittent, or constant), magnitude, reversible or irreversible, direct or indirect, probability of occurrence, and significance with and without mitigation.

As outlined in Section 1.1.4 the Project will cover approximately 600 hectares (ha). The land currently includes a sizable government-owned parcel, along with existing agricultural and village community areas with social housing. Six villages lie within the Project area. According to the preliminary results of the 4th Population and Housing Census (RPHC4¹³) the Kinyinya sector had a population of 57,846 inhabitants.

The following Figure provides an overview of the distribution of the population density in the six villages.

¹³ National Institute of Statistics of Rwanda (2012) Fourth Population and Housing Census, Rwanda. Available at: <https://www.statistics.gov.rw/publication/rphc4-atlas>

Figure 15: Population Estimate and Density (2015 Data)

Identified possible impacts include:

- Loss of farm buildings and other structures (toilets, animal pens)
- Loss of agricultural land access
- Loss of pastureland access
- Loss of commercial trees and standing crops
- Loss of business income during transition
- Reduced income resulting from these losses.

The next version of the RPF (or component / sub-project RAPs) will identify all PAPs as well as all adverse Project-associated impacts on their livelihoods associated with land acquisition.

As already noted, once detailed design of infrastructure is completed, additional impacts will need to be considered.

5.2 Project-affected Households

For the purposes of resettlement program development, a distinction is drawn between Project Area physically displaced households and economically displaced households, defined as follows:

- **Physically Displaced**, or resident households, are those inhabitants occupying a house in the Project Area, built on or before the Entitlement Cut-off Date, as their primary or sole residence. These households will have to move from the Project Area (physical displacement) and their livelihoods will almost always be impacted by the Project (economic displacement).
- **Economically Displaced Households** are those whose livelihoods are impacted by the Project. This can include both resident households and people living outside the Project Area but having farms, crops, non-resident structures, businesses, or various usage rights there. For example, in the Kinyinya Hill area, there may not be many Project Area residences, but many households grow crops there.

The number of households requiring resettlement (i.e., losing their primary residence) will be ascertained during the ESIA and component and sub-project designs. Further survey work will include a detailed examination and measurement of homesteads to see if it is possible for some households to lose only an annex which could be rebuilt nearby - and not lose their primary accommodation - thereby further minimising the extent of physical resettlement.

Many households will be impacted by crop losses. Some will lose productive agricultural land, grazing land, and commercial trees. Further survey work will include a detailed examination and measurement of crop and grazing land and orchards.

5.3 Project-affected Public Facilities

According to the high level ESIA, the principal infrastructures are roads, social infrastructures such as health centres, schools and churches, transport facilities, electricity, water networks, sport centres and environmental infrastructure.

The number of public facilities -- such as educational facilities and places of worship -- that may be affected will need to be identified. This will require specific engagement with the owners and authorities.

5.4 Livelihood Impacts

5.4.1 Employment

According to the Integrated Household Living Conditions Survey EICV 3¹⁴ survey results indicated that the Gasabo District's labour force (working population: persons above 16 years) is approximately 383,000 people. The working to population ratio for Gasabo is at 81 compared to a ratio of 77 in Kigali City. The population of Kinyinya belongs to the medium and low-income class. Further assessment of the district's active population indicates that 5.1 % depend on farm wages and 47.9 % on non- farm wages.

According to the Establishment Census on Formal and Informal sector by economic sector Gasabo District counts 1,666 accommodations and food service activities.

5.4.2 Agriculture

¹⁴ EICV3 Survey, 2012

Gasabo District's agriculture sector is mostly based on cultivation of avocado (42.9%) and French beans (36.1%), as well as on cash crops like sugar cane (5%) and coffee (2.8%). On a national level, the majority of households are growing French beans (65.8%), avocado (37.4%), squash (26.2%), sugar cane (10.9%) and coffee (10.8%).

5.4.3 Livestock

The main type of livestock raised by Gasabo District's households are hens, goats and cattle. Gasabo District counted only one milk collection centre with a capacity of 1,000 l (March 2013), but it is not currently operational. Since 45.3% of the District's households own cattle already, the expansion of milk commercialization and investment in milk collection centres could be profitable for the District's economic development.

Hotel and restaurant facilities and businesses

As evidenced by a recent 2020 World Bank study focused on housing solution in Rwanda¹⁵, similar Rwanda housing projects, gentrification has led to higher prices for rental space. Affordable housing is an important policy agenda in Rwanda, where housing challenges are serious. A wide gap between housing supply and demand – approximately 1,000 units supplied by professional developers versus 15,000 new units needed in 2017 – is exacerbated by a huge affordability gap. In Kigali, the lowest price of a developer-built housing unit is around US\$20,000. This is far out of the range of the bottom 50 percent of the income group, who can only afford to rent a unit priced below US\$12,000. That is, at least half of the residents in Kigali currently cannot access formal housing options.

Evidence suggests that the cost of living in the communities to which people will be resettled may be higher than it is in their existing communities, so their incomes will not support them as well in the new communities. Safeguards, such as land readjustment and densification in nearby plots will be implemented to extent feasible as part of the RPF and sub-project RAPs to ensure existing tenants are provided with improved security of tenure and economic opportunities.

5.5 Influx & Speculation Management

The GCK Project has enjoyed high-profile publicity and therefore may be identified as ripe for speculation and encroachment. Many major projects experience an influx of people and other speculative activities like erection of new structures by existing local populations and newcomers attempting to take financial advantage of project land access and resettlement processes. If not carefully managed, these activities can pose a number of environmental, health, safety and security risks and challenges; cause friction between project staff, local communities and newcomers; and add significantly to project costs.

The Project will need to develop incorporate Influx and Speculation strategies which will include engagement with local leadership and district level government to dissuade encroachers and gain community level support by informing GCK of any expected speculative activities. Community engagement will inform communities that speculation may make the Project unfeasible, thereby negatively impacting the existing communities that stand to benefit from the urban development.

¹⁵ World Bank. Housing Solutions for Low-Income Urban Communities in Rwanda. 2020. Report No: AUS0001351

As mentioned in Section 3.2, an Entitlement Cut-Off Date will be declared in respect of the defined Project Area/s in order to set a date for determining eligibility for compensation. The Rapid Asset Survey will start at this time. Broadly speaking, steps that GCK will take to manage project-induced influx and speculation activities will involve measures to avoid and minimize influx and speculation, and steps to mitigate the negative impacts of influx and speculation that does occur. Below are a list of key steps and strategies to minimise influx and speculation.

5.6 Project Impact Minimisation Efforts

The goal of any project should be to avoid physical and economic displacement of households and communities. Where unavoidable, such impacts should be minimised. Not only is minimisation desirable from a social impact perspective, but it is also economically advantageous to limit the scale of displacement given the cost of providing compensation, replacement housing, livelihood restoration, and other measures.

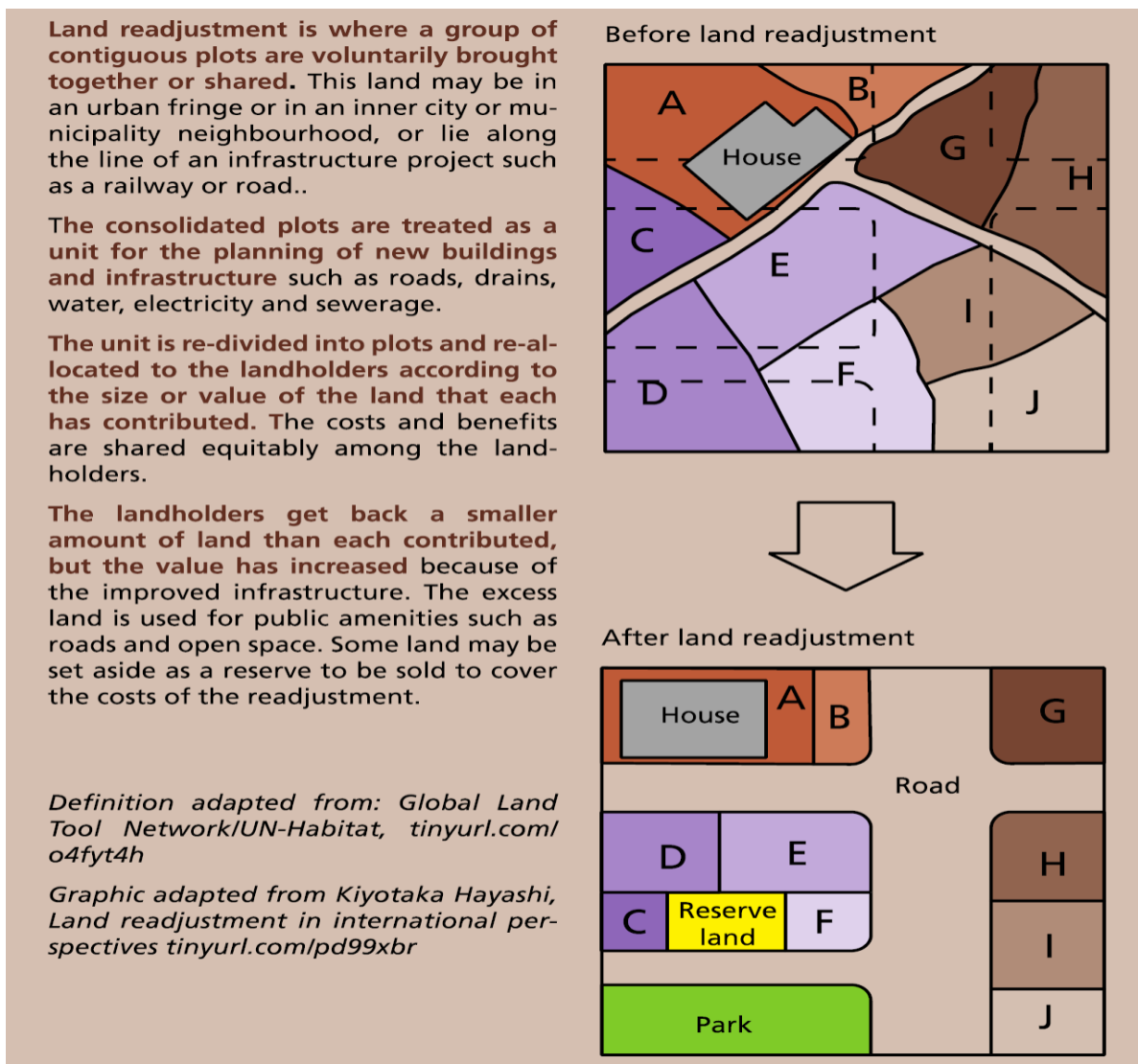
As part of the Project development phase, the Project will consider alternative infrastructure designs to minimise displacement. It must be evident that any design prioritizes avoidance of displacement by design through the use of trade-off studies that clearly demonstrates how the Sub Project altered infrastructure design to minimize or avoid displacement where possible.

5.6.1 Land Re-adjustment and Densification

In considering the Project impacts on communities, the Project will examine a range of options and strategies for the minimisation and mitigation of land access and displacement impacts which will be reflected in more detail in subsequent iterations of the RPF and sub-project RAPs. Therefore, the Project will consider the land readjustment and densification approaches for Project Affected Households (PAHs) into the GCK. According to a 2020 World Bank study of affordable housing in Rwanda, which included a detailed review of the national and local laws, policies and programs in Rwanda concluded that land re-adjustment or “plot servicing” has emerged in Rwanda as a land reorganization strategy in which land owners voluntarily agree to pool and re-subdivide their undeveloped land and efficiently provide infrastructure and services without expropriation.

As outlined in the Figure below, land readjustment can be accomplished by compensating PAHs living in informal settlements for their affected plots and providing in-kind smaller plots of higher value in close proximity to their existing plots. This approach has been successful in the local context and provides PAHs with improved land tenure security at the replacement plots. In addition, the approach has the added benefit of densification, which improves plot values and economic opportunities.

Figure 16: Explanation of Land Readjustment



Source: World Bank. Housing Solutions for Low-Income Urban Communities in Rwanda. 2020. Report No: AUS0001351

For the purpose of this RPF and future iterations, FONERWA, in conjunction with other relevant agencies, will develop a detailed process for adopting and implementing a land readjustment strategy that can be easily replicated by all Sub Projects.

PAH land readjustment can be used as an effective strategy to minimise Project impacts by:

- Replacing affected households in the closest possible location
- Reducing the risk that the Project, and potential gentrification, will force PAHs to relocate far away from the Project area to re-establish livelihoods

- Meeting international standards by providing PAHs with equal or improved land tenure status
- Aligning with international standards by offering a viable in-kind compensation option
- Gain PAH Project support and buy-in by offering them a stake in Project development.

5.6.2 Identification and Support for Replacement Agricultural Land (Umudugudu)

As outlined in the recent 2020 World Bank report on housing solutions in Rwanda, the availability and affordability of land in the urban areas, especially land that can be used for agricultural production is increasingly scarce. Therefore, Rwanda has had recent success supporting households reliant on agricultural production identify plots outside the urban centre in an organized manner which facilitates improve access to infrastructure and resources. The National rural settlement policy on Integrated Development Project (IDP) for model rural village settlements (locally called Umudugudu) in order to provide consolidated basic services to these settlements rather than scattered dwellings and furthermore a contribution to the National land consolidation policy. The approach introduces a paradigm shift of green settlements, where resources are optimally used and reused. For example; rainwater harvesting off house roofs for domestic water use, combining livestock and human waste for biogas production as fuel for cooking as opposed to fuel wood hence reducing deforestation and application of waste from the biogas digester as manure for the agricultural land close by. The most recent example of the approach being implemented with success is by FONERWA as part of Gicumbi District.

5.6.2 Cropping and Harvesting

During the land access and resettlement process, Project Area food crop farming will be allowed to continue until compensation and resettlement is agreed to, compensation has been paid, and livelihood program roll-out has allowed a smooth transition for households without compromising food security. Wherever possible, households reliant on subsistence crops will also be given the opportunity to harvest crops before relocating.

5.7 Project Information Repository Responsibilities

As outlined throughout the Section above, FONERWA will be responsible for undertaking the following activities to ensure the continuity and compatibility of the impact mitigation approaches. This includes the following responsibilities over the Project lifetime:

- Develop and maintain a list of effective influx and speculation management strategies that can be replicated across all Sub Projects.
- FONERWA, in conjunction with other relevant agencies, will develop a detailed process for adopting and implementing a land readjustment strategy that can be easily replicated by all Sub Projects.
- Provide guidance for all Sub Projects on how to effectively implement the Umudugudu strategy.

6. Mitigation Measures Framework

6.1 Key Considerations

This section outlines the preliminary proposed Compensation Framework for the Project and sub-projects. The framework will be refined once all specific Project and sub-project impacts are fully known.

The framework consists of the following main sections:

- Mitigation Measures Framework Objectives
- Eligibility Framework: The types of impacts that are eligible for compensation and assistance
- Entitlements Matrix: The range of proposed compensation, assistance and mitigation measures to address eligible impacts.

6.2 Mitigation Measures Framework Objectives

Integrated Project Policies and Principles applicable to all Sub-Project :

- Establish mutually acceptable and fair policies, procedures, and mitigation measures through consultation with Project-Affected People and their representatives
- Address short-term and long-term Project impacts and the well-being of Project-Affected People in a comprehensive manner
- Restore and improve livelihood and welfare of any households affected by access restrictions, or physically and economically displaced peoples and households, such that they are equal to or better off than before
- Any compensation and resettlement of PAPs will be carried out in compliance with Rwandan legislation and international standards, mention replacement cost and compensation prior to displacement impact
- Where Rwandan legislation is less favourable to PAPs than international requirements or is not applicable, the latter shall apply.

6.3 Eligibility Framework

This section outlines the Eligibility Framework which will form the basis of compensation.

The impacts identified as eligible for compensation are:

- Loss of land or access to land
- Loss of crops
- Loss of livelihoods / income
- Loss of residences
- Loss of structures.

6.3.1 Eligibility for Compensation and Assistance

To comply with ESS 5 requirements and to be consistent with Rwandan laws, the Project will establish a resettlement entitlement cut-off date on the date on which a full asset census

survey is completed. The purpose of the entitlement cut-off date is to record all affected households and assets at a specific point in time so that mitigation measures can be developed and to prevent further speculative development in anticipation of project benefits.

It is mandatory that the entitlement cut-off date is well-documented and disseminated throughout the affected community. Any persons occupying the Project Area after the entitlement cut-off date will not be eligible for compensation or resettlement assistance.

Project-affected households are eligible for compensation and other assistance if they have a “legitimate interest” in respect of “immoveable assets” in the Project Area that are in place (i.e. established, in the case of crops or constructed, in the case of buildings) at the time of the Entitlement Cut-off Date.

“Legitimate Interest” in immoveable assets at the household level is usually held by a single member: the household head. Through traditional and family practice, the household head is typically the most senior male member of the household. In some instances, the legitimate interest may be held jointly, i.e. by the household head and his/her spouse, or with other members of the extended family. When the household head dies, the GCK Project requires that other household members identify the inheritor through a court order before compensation will be paid.

Note that “Legitimate Interest” is not synonymous with ownership. Even those Project-affected persons/households/communities with no recognizable legal right or claim to the assets they are occupying are considered eligible for resettlement assistance. It is likely that there will be cases where PAPs do not have title deeds and may not have proof of ownership of crops and/or trees. A system must be created for such cases that may arise¹⁶. A system also needs to be created so that PAPs may not be able to provide a title deed showing ownership of land with a permanent structure on it, are able to have their compensation payments approved. Importantly, PAPs will need to be assisted with obtaining formal titles issued through the Rwanda Land Management and Use Authority (RLMUA). The GCK will need to invest efforts toward establishing a protocol with the RLMUA to assist and accelerate the issuing of title deeds.

Immoveable assets comprise:

- Land and Crops
- Immoveable Structures
 - Structures used for living, sleeping, cooking and storage, and other structures such as latrines and wells
 - Institutional structures such as churches, mosques, schools
 - Business structures such as restaurants, kiosks etc.
 - Other structures, including fishponds etc.

Immoveable assets that are in place as of the Entitlement Cut-off Date comprise:

- Complete Immoveable Assets: assets that are fully established (in the case of crops) or fully constructed (in the case of buildings), at the Entitlement Cut-off Date

¹⁶ Precedent from similar projects involves PAPs being assisted to obtain Form 33 (a temporary ownership document), authorised by the cell and sector, which acts as a temporary acknowledgement of moveable property ownership which has been sufficient for approval of compensation pay-outs.

- **Incomplete Immoveable Assets:** assets that are only partially established: newly planted (in the case of crops) or partially constructed (in the case of buildings), at the Entitlement Cut-off Date

Note that immoveable Assets that are planted (in the case of crops) or constructed (in the case of buildings) *after the Entitlement Cut-off Date* will not be included in compensation calculations.

6.3.2 Determination of Eligible Assets

The inventory of immoveable assets, supported by household socio-economic data, will form the basis for compensation of PAPs/households.

6.4 Preliminary Impacts and Entitlement Matrix

A preliminary Entitlement Matrix has been developed. It will require further compensation and resettlement package refinement. In particular, this may involve:

- Resettlement housing and community asset design
- Replacement land identification (either as part of the land readjustment and densification process, or outside Project Area) and basis for land distribution
- Determining cash compensation rates for structures, crops, land, and economic trees
- Determining amounts for relocation assistance and other transitional assistance
- Refining and costing livelihood restoration initiatives, including transitional assistance for vulnerable households.
-

In accordance with WB ESS 5, cash compensation rates for impacted assets must at least meet replacement cost should be equal to or greater than full replacement value¹⁷, with no depreciation deduction. In order to ensure Project continuity and consistency, FONERWA will be responsible for maintaining and updating a Project entitlement matrix which will be applied consistently to all Sub-Projects.

¹⁷ As per the WB ESS 5 “ Replacement cost is defined as a method of valuation yielding compensation sufficient to replace assets, plus necessary transaction costs associated with asset replacement. Where functioning markets exist, replacement cost is the market value as established through independent and competent real estate valuation, plus transaction costs. Where functioning markets do not exist, replacement cost may be determined through alternative means, such as calculation of output value for land or productive assets, or the undepreciated value of replacement material and labour for construction of structures or other fixed assets, plus transaction costs. In all instances where physical displacement results in loss of shelter, replacement cost must at least be sufficient to enable purchase or construction of housing that meets acceptable minimum community standards of quality and safety. The valuation method for determining replacement cost should be documented and included in relevant resettlement planning documents. Transaction costs include administrative charges, registration or title fees, reasonable moving expenses, and any similar costs imposed on affected persons. To ensure compensation at replacement cost, planned compensation rates may require updating in project areas where inflation is high or the period of time between calculation of compensation rates and delivery of compensation is extensive.

Table 7: Preliminary Impacts and Mitigation Measures Matrix

Impact Category	PAP Category	Package	Eligibility Rules
SMEs	Economically Active PAPs and Business Owners	Local employment and service procurement scheme in operation. Preference for local employees and service providers.	SME located within Project Area and recorded as in use at time of built asset survey.
	Business Owners	The GCK Project will offer: In-kind (land re-adjustment / densification) – Support in-kind replacement of SME at GCK Cash - Cash compensation for a commercial structure and transport allowance	SME located within Project Area and recorded as in use at time of built asset survey.
	Business Owners	Land re-adjustment / densification or In-kind – Cash compensation for transition period as per livelihoods business assistance Cash - Cash compensation for transition period as per livelihoods business assistance	SME located within Project Area and recorded as in use at time of built asset and socio-economic surveys.
Rental Income Loss	Landlord	Land re-adjustment / densification or In-kind – New structure/rooms provided Cash – Cash equivalent for structures paid and reestablishment allowance equivalent to three months' income.	Rental property in place as of cut-off date.
	Tenant	Transitional allowance Cash – Reestablishment allowance equivalent to three months' rent. Assistance to find affordable residence? What about higher fixed expenses due to higher distance from work place?	Rental property in place as of cut-off date.
Crops (cash & food)	Farmers	Cash - Compensation at prevailing market rates. Compensation to take into account productive life of crop. Allow for harvest of mature crops before displacement.	Farmers identified through field and crop assessment surveys.
Houses (primary residences)	Owner	Replacement of equal or higher value and quality. Land re-adjustment / densification or In-kind - Like-for-like replacement (based on existing house size) Choice of resettlement house from range of approved designs.	Locally-recognised owner of a habitable house used as a permanent residence prior to cut-off date.

Impact Category	PAP Category	Package	Eligibility Rules
		Cash- Compensation at full replacement value without depreciation. Title registration assistance	
Non-residential Immoveable Structures (walls, fences, animal pens)	Owner	Cash – Cash compensation for non-residential structures at their true replacement rate. Materials can be salvaged. All resettlement houses to have additional kitchen room.	Locally recognised owner of a non-residential structure prior to cut-off date.
Worship Buildings (churches), sacred places/trees (including how to compensate if not avoidable)	Owner	Land re-adjustment / densification or in-kind – Replacement with agreed church designs. Replacement area according to Rwandan standards for the type of replacement structure. Cash – Compensation at full replacement value without depreciation.	Locally recognised owner prior to cut-off date.
SME Buildings	Owner	Land re-adjustment / densification or in-kind- Replacement of structures at GCK commercial space to same floorspace and specs. Cash – Compensation at full replacement value without depreciation	Locally recognised owner prior to cut-off date.
Fishponds / sand pits	Owner	Cash – Compensation at full replacement value without depreciation.	Locally recognised owner prior to cut-off date.
Incomplete Structures	Owner	Cash – Compensation at full replacement value without depreciation	Locally recognised owner prior to cut-off date.
Abandoned/ Ruined Structures	Owner	Cash – Compensation at full replacement value without depreciation.	Locally recognised owner prior to cut-off date.
Urban Land	Landowner/ Occupier	Land re-adjustment / identification or In-kind- Replacement plot within GCK. Cash – Compensation at full replacement value without depreciation.	Owner must prove ownership at time of survey (not necessarily through legal title).
Crop Land	Landowner/ Occupier	Land re-adjustment / densification (In-kind) – Replacement plot within GCK. Cash – Compensation at full replacement value without depreciation	Owner must prove land ownership at time of survey (not necessarily through legal title).

Impact Category	PAP Category	Package	Eligibility Rules
Grazing Land	Landowner/ Occupier	Cash- Cash compensation for deprivation of use.	Owner must prove land ownership at time of survey (not necessarily through legal title).
Graves/ Cemeteries	Community and Family Members	Issue of whether bodies need to be moved to be discussed with impacted communities and government. Objective is to leave them in situ, undisturbed.	Identified graves at the time of survey.
Shrines	Community/ Traditional Authorities	To be discussed with impacted shrine owners and traditional authorities. Objective is to leave them in situ, undisturbed.	Identified shrines at the time of survey.

Other	PAP Category	Package	Eligibility Rules
Vulnerable Persons	Vulnerable Persons	Vulnerables Assistance- Eligible for participation in a Transitional Hardship and Vulnerability Program which includes Cash/food assistance, employment priority where possible, and fast-tracking to livelihood Program where possible.	Identified existing & potentially vulnerable households
Re-establishment Allowance	Physically Displaced Persons	Disturbance and transport allowance to be provided to all affected households. Additional assistance for vulnerable households as required.	Occupying habitable primary residence prior to entitlement cut-off date.
Salvaging Assistance	Building Owners	Will have the right to salvage any materials from their original residence.	

6.5 Valuation Methodology and Market-related Compensation Rates

As indicated above, all affected assets must be replaced in-kind or at replacement value. The preference is in-kind replacement, to best assist in timely livelihood restoration and prevent Project-induced vulnerability.

The National process and methods for determining compensation value is outlined below:

6.5.1 Structures

The replacement cost is determined by the use of Bills of Quantities. A bill of quantity is a document in which materials, quantities and cost (cash in Rwandan francs) are itemized into tables to show the cost of construction of a building. After arriving at the cost of construction as explained above, the replacement cost of a building was determined as below: Replacement Cost of Structures= Cost of Construction (Through Bill of Quantities) + Disturbance Allowance.

6.5.2 Crops

The crops is valued using the reference prices established by the Institute of Real Property Valuers in Rwanda approved by Regulatory Council of Real Property Valuers in Rwanda (GOR, 2018). Moreover, these prices are regularly updated by MINICOM and National Agriculture Export Development Board (NAEB) operating within Ministry of Agriculture and Animal Resources (MINAGRI). Therefore, these market value prices were used for crops valuation.

6.5.3 Land

Land is valued with reference to the land prices set by the institute of real property valuers in Rwanda (IRPV). The computation of the replacement cost of land was done also by pursuing the Expropriation Law No. 32/2015 (GOR, 2015) and also by considering the market value of the land in the area of expropriation in order to avoid giving low price or exceed the current market value. It is worth noting that the valuation process is typically done in consultation with key stakeholders, especially local government (District, Sector, Cell and Village).

Ensuring Replacement Value

One of the resettlement objectives of WB Environmental and Social Standards (ESS) 5 is that compensation for loss of assets is to be at full replacement value. As noted above, replacement cost is defined as the market value of the assets plus transaction costs. In applying this method of valuation, depreciation of structures and assets should not be taken into account.

Replacement value is defined as the rate of compensation for lost assets must be calculated at full replacement cost, that is, the market value of the assets plus transaction costs. In determining the replacement cost, depreciation of the asset and the value of salvage materials are not taken into account, nor is the value of benefits to be derived from the project deducted from the valuation of an affected asset. Further explanation on how to achieve full replacement value is described in the Figure below.

Figure 17: Explanation of Land Readjustment



In-kind/Cash Compensation

As is often the case in developing economies where there are high poverty levels, lessons from previous projects in Rwanda indicate that PAPs tend to choose cash compensation

packages. Where cash compensation is provided it is important to provide PAPs with formal financial management training or guidance.

The GCK Project will present workshops during which PAPs are educated about the available compensation options, the consequences of a desired choice, risks of increased vulnerability, and possible negative household impacts. The Project will develop a detailed consultation process with PAPs on potential in-kind replacement as a housing option. This consultation will highlight the benefits of in-kind replacement for housing or land. Given the importance of land readjustment as a central strategy of the Project, it must be highlighted to PAPs and how it benefit the PAPs.

6.6 Project Information Repository Responsibilities

As outlined throughout the Section above, FONERWA will be responsible for undertaking the following activities to ensure the continuity and compatibility of the compensation and entitlement strategies for all Sub-Projects. This includes the following responsibilities over the Project lifetime:

- Regularly review and update the detailed entitlement matrix to ensure it is applied consistently across all Sub-Projects.
- Develop guidance document for valuation of assets to ensure consistent valuation approach is applied across all Sub-Project. This may require developing and maintaining a database of recognised valuers that FONERWA can provide to Sub-Projects.

7. Physical Resettlement

ESS 5 states that preference should be made for in-kind compensation and that cash should be used as a last resort stating that “cash assistance alone, however, frequently fails to provide affected persons with the productive means or skills to restore livelihoods.”

Pending the Project decision on land readjustment /densification, PAPs will either be provided replacement residential structures in the GCK Project Area or outside, ideally as close to the area as possible via land readjustment into nearby allocated plots.

Steps that should be followed when physical resettlement is necessary are presented below:

- **Identification, Assessment & Planning of Resettlement Sites:** This involves generating criteria to identify and evaluate potential sites for each of the affected developments, consulting with stakeholders, and obtaining approval for the sites. The GCK Project will use the Design Phase competition results to define the infrastructure for potential resettlements.
- **Resettlement Housing, Plots, and Related Structures:** All housing design specifications will – at a minimum -- adhere to relevant Rwandan legislation and building regulations.
- **Public and Religious Buildings:** Tailored replacement designs will be agreed to with the statutory and/or religious authorities on a case-by-case basis. The needs of host communities will be taken into account.
- **Businesses:** Detailed asset surveys will be conducted to identify businesses, including table-top businesses, moveable kiosks, and immovable properties. Surveys will be followed by defining the business relocation process, identifying a replacement commercial plot space in GCK or a resettlement site, or providing cash compensation for structures.
- **Transportation and Disturbance Allowance:** Develop a procedure for providing allowances to resettling households for transportation assistance and a disturbance allowance.
- **Construction, Handover & Maintenance:** Ensure that an Environmental Construction Management Plan is developed in consultation with approved contractors prior to the commencement of resettlement site and house construction. Proposed resettlement house and site handover and maintenance approaches will be confirmed and agreed with PAPs.

7.1 Project Information Repository Responsibilities

FONERWA will be responsible for ensuring all Sub-Projects abide by a consistent entitlement matrix and this applies to strategies for physical displacement. This includes the following responsibilities over the Project lifetime:

- Develop and regularly review and update a detailed guide for Sub-Projects on replacement housing designs. This will require the establishment and regular updating of a database of potential contractors for constructing replacement housing.
- Develop and maintain an up-to-date map of land tenure, availability and market prices for nearby areas where PAPs could be potentially resettled to in order to facilitate PAPs or the effective implementation of the land readjustment strategy.

8. Livelihoods Measures

8.1 Key Challenges and Considerations

Based on the existing data, it appears that the critical GCK Project livelihood impacts will be on urban and agricultural based livelihoods. Project Area farming includes homestead gardeners, small-scale and commercial farmers. Some PAPs rely on crop and livestock production as their primary source of food and income. In order to maximise the potential for rapid and effective livelihood and income restoration -- and ideally, improvement – the ability to farm as soon as possible after resettlement is critical.

It is important to note that alternative livelihood sources introduce a greater risk of failure. Given the urban setting of GCK, identifying adequate replacement agricultural land may be difficult. Therefore, safeguards will be integrated into Project planning to ensure livelihood programs, specifically those focused on alternative livelihoods, commence as early as possible and identifying market opportunities for alternative livelihoods.

8.2 Approach

The GCK Project will develop a comprehensive suite of livelihood and community development measures aimed at enhancing livelihoods and economic well-being. These will contribute to general community-wide development and will particularly target those affected by land acquisition. These programs will undergo regular monitoring, evaluation, and review.

In addition to developing specific programs to address livelihood restoration, development, and replacement, the GCK Project approach to livelihoods restoration requires that all Project decisions mainstream livelihood considerations. All land access, resettlement, urban planning, housing and infrastructural development aspects are considered in terms of livelihood implications to ensure all Project decisions promote livelihood restoration and development.

8.3 Guiding Principles

The development of livelihood restoration programs will be guided by, and is consistent with, the following principles recommended by international best practice:

- **Plan and negotiate livelihood restoration and improvement activities with displaced persons** – Due to the complexity involved in sustainable livelihoods, restoration and improvement activities cannot be a purely technical exercise, but require a high level of interaction with displaced people as well as communal land users in order to develop the most feasible and desirable activities
- **Livelihoods restoration is individual** – The goal is that no person will suffer a Project-induced economic loss. Thus, to the extent possible, restoration activities will be planned to account for each context. Women and men within a displaced household will be considered to have equal entitlement – and equal benefit – to any livelihood restoration activity. If it is determined that individuals or groups of individuals are unable to access and benefit equally -- within or outside the household -- supplementary activities will be provided

- **Implement pilot activities where possible** – Existing livelihood systems have evolved and adapted to particular environmental, socio-economic, and cultural circumstances over a long time period. Livelihood displacement may have complex, unpredictable, and, often, immeasurable effects. As such, even lower-risk livelihood interventions are not guaranteed to succeed. Therefore, livelihood interventions should be based on initiatives and practices employed elsewhere in the Project Area and Rwanda. Insofar as possible, interventions that are new to the area will be tested through pilot or demonstration activities. This will enable any potential technical or human issues to be identified prior to full-scale implementation. By basing pilot activities on the actual farms and under the ownership of displaced households, demonstrations can help all displaced persons make more informed choices while creating community-based 'champions' able to educate and support displaced persons to make informed choices of alternative activities
- **Focus on investments rather than direct interventions** – As cash compensation forms a significant portion of the compensation package, livelihood interventions will incentivise the use of compensation funds towards household and community investments that contribute towards livelihood outcomes. International best practice has demonstrated that incentive-based livelihood approaches have greater sustainability than interventions that prioritise in-kind assistance
- **Prioritize the replacement of existing livelihood activities** – Subject to consultations with displaced persons, livelihood mitigation measures have been planned according to the following hierarchy:
 - **Category 1 – Existing Livelihood Restoration:** Generally, the lowest-risk option is to re-establish existing livelihoods so that displaced persons can continue doing what they know best and what is known to work in the local situation. While the opportunity may be taken to introduce proven enhancements to the existing livelihoods (for example, replacement of fruit trees with locally tested, superior varieties), the emphasis should be on replacing livelihood assets with new assets of at least equal quality. In this case, there is little risk of failure due to technical, economic, or social factors. Even if, for any reason, displaced persons choose not to continue their previous activities, it can still be shown that they were provided with all the means to do so
 - **Category 2 – Existing Livelihood Intensification:** For land-based livelihoods, if there is insufficient available replacement land of at least equal quality, in many cases a viable option is to bring about a permanent, sustainable intensification of land use, so that a smaller area of land can be made to produce as much or more than the original land base, net any additional labour or other costs on an ongoing basis. Sustainable intensification of non-land-based livelihoods may also be possible. Since any technical intervention is not guaranteed to succeed in a particular situation, care will be taken to identify interventions for which there are successful precedents under very similar conditions, and that have the fewest identifiable risk factors. Consultation and experimentation through pilot programmes will improve the chances of success
 - **Category 3 – Introduction of Alternative Livelihoods:** The substitution of a new type of livelihood (for example, doing business) for an existing one (for example, farming) should only be considered when there is no feasible way of restoring the existing livelihood means. Objectively, developing new livelihoods carries much more risk of failure than restoring existing livelihoods or intensifying existing livelihoods. For

existing livelihoods, the factors needed to maintain those livelihoods can usually be identified with some confidence. However, for new livelihoods, even with the best planning, it may not be possible to ensure that all technical, economic, human, and intangible factors are in place for the new activities to be successful and self-sustaining. If the introduction of a new livelihood activity is only partially successful, then the goal of restoring livelihoods of all displaced persons may not be met. In this case, the promotion of alternative livelihoods is only appropriate under livelihood improvement and community development programs, which are not intended to mitigate specific economic losses for specific individuals. Displaced households themselves should suggest any newly-introduced livelihoods

- **Create, foster, and enhance networks with government and existing civil society organisations and stakeholders** – To maximise in-place programme sustainability, it is vital to develop and strengthen social support networks, primarily from government agencies, but also from multilateral agencies and NGOs.

8.4 Needs Assessment

A household livelihood needs assessment will be undertaken as part of the full suite of surveys and will aim to capture a holistic view of the existing livelihoods. This will allow an initial assessment of each household's livelihood restoration program requirements, which may incorporate programs to restore farming practices, including facilitating land access, as well as temporary hardship assistance in certain cases. The livelihoods assessment should include Focus Groups (FGs) and Key Person Interviews (KPIs) to inform the development of a robust livelihood restoration programme and identify "positive deviants"¹⁸. The guiding questions for the qualitative data collection must focus on triangulating information and insights into various aspects of economic activities and community well-being. Questions must purposely target and identify community champions and positive deviants.

Household needs assessments will initially be established using baseline data gathered from the following sources:

- Household and Key Person Interviews
- Built Asset Surveys
- Land and Crops Survey
- Socio-economic Survey.

8.5 Program Identification

Land access and resettlement is not complete until livelihood impacts have been addressed. However, livelihood restoration is one of the most challenging resettlement aspects. The challenge is often exacerbated by the difficulty in finding enough replacement land to supplant agricultural livelihoods. Therefore, it is essential that appropriate livelihood restoration

¹⁸ Positive deviance (PD) is an approach to behavioural and social change based on the observation that in any community there are people whose uncommon but successful behaviours or strategies enable them to find better solutions to a problem than their peers, despite facing similar challenges and having no extra resources or knowledge than their peers. These individuals are referred to as positive deviants. See Sternin, J., & Choo, R. (2000). The Power of Positive Deviancy. Harvard Business Review

program identification is embedded into overall project planning. Livelihood program identification will include:

- Benchmarking against what government, development agencies, and other projects have implemented to develop an understanding of lessons learned
- Expected outcome mapping for each program and how it relates to the Project impacts
- Implementation partner Identification.

Previous experience in Rwanda has demonstrated success in livelihood programs aimed at agriculture and financial literacy training. Evidence from the FONERWA RAP in Gicumbi district included:

- The Agriculture Program: This was the primary mechanism to restore livelihoods, addressing issues of food security and income generation. This should be implemented through: (i) Increased access to key agricultural inputs by farmers, (ii) Increase availability and quality of key agricultural and livestock services (Provision of drugs and vaccines);
- Financial Management Training Program: (i) Improve PAPs utilization and management of cash resources, (ii) Improved utilization of compensation money for long term sustainable livelihood initiatives.

The next iteration of the RPF, should build upon the lessons from Gicumbi and develop a more tailored set of livelihood programs.

8.5.1 Livelihood Program Management & Partnership

Livelihoods mitigation and enhancement measure implementation must take place in a coordinated, systematic, and adequately resourced manner.

A crucial issue with livelihood restoration is activity timing. Activities should commence, to the extent possible, prior to the moving of any affected people from the project footprint, in order to ensure a smooth transition by trying to avoid or limit any livelihood gaps once PAPs move.

The key phases are as follows:

- ***Inception Period***
 - Individual household sign-off on livelihoods program choices
 - Mobilize resources by establishing a multi-stakeholder implementation team (including community representatives, local government and civil society, as appropriate) with clear roles and responsibilities
 - Conclude tendering process and contracting arrangements for livelihood programs.
 - Hold inception kick-off workshop(s)
 - Establish local capacity-building measures early on to enable PAPs and contractors to take advantage of the project construction phase and other opportunities and to ensure optimized livelihood program implementation
 - Establish and activate Monitoring & Evaluation (M&E) systems for each livelihood program.
- ***Main Implementation Period***
 - Implement activities per the work plan and schedule for each livelihood program
 - Pilot livelihood restoration programs before scaling up activities to ensure that these are proven and will be sustainable
 - Full program rollout

- Progress monitoring and review
- Revise operational plans if necessary, in light of experience
- Report on progress.

8.5 Additional GCK Project Programs & Initiatives

8.5.1 Employment & Procurement

The Project will develop a proactive Local Recruitment and Procurement Policy, with a focus on the most impacted households and vulnerable groups. Unskilled and semi-skilled labour will be sourced from PAHs wherever possible. That being said, it must be explicitly clear in any Project or Sub-Project documents that employment will not be considered as livelihood restoration measure but as option to get access to Project benefits.

Opportunities for local procurement will also be investigated. The Program will provide training and mentoring support to local entrepreneurs and vendors.

8.5.2 Community Development Plan (CDP)

A Community Development Plan (CDP) will be implemented in conjunction with the livelihood Programs to help ensure that Project-affected communities (including host communities) share in project benefits to the utmost extent possible.

Although community development and livelihood Programs are very intricately linked, it is critical to distinguish between them. Both livelihood restoration and community development Programs serve essential roles in developing sustainable and resilient communities, but while often complementary, serve different purposes.

Livelihood Restoration	Community Development
<ul style="list-style-type: none"> • Focused on directly-impacted households • Focused on fully mitigating impacts on the livelihoods of displaced persons, and ideally leaving them better off than before (e.g. replacement land and farming inputs) • Projects should collectively address all livelihood impacts on project affected households, with particular attention to vulnerable households. • Medium term (between 3-10 years), with clear exit strategies • Developed with the active participation of impacted households • Programs will often be developed and implemented with partners (e.g. NGOs, local government) 	<ul style="list-style-type: none"> • Focused on both directly and indirectly impacted households and communities • Focused on addressing community wide impacts and needs (e.g. educational scholarship programs) • Projects may address particular community needs while also demonstrating benefits for the Project (e.g. educational scholarships ensure an educated local workforce in future) • Short, medium or long term, but in all cases, should have clear exit strategies and be sustainable • Developed with the active participation of affected communities • Programs will often be developed and implemented with partners (e.g. NGOs, local government)

The guiding principles informing CDP development include:

- Support community involvement, empowerment, and ownership: sustainable development is not possible without a sense of local community ownership and empowerment
- Local context: the approach needs to be firmly rooted in the local context in order to have support and overall buy-in
- Long-term orientation: the approach needs to be focused on addressing long-term community-wide challenges

8.6 Project Information Repository Responsibilities

As outlined throughout the Section above, FONERWA will be responsible for undertaking the following activities to develop a Project repository of livelihood programs and strategies for all Sub-Projects. This includes the following responsibilities over the Project lifetime:

- FONERWA will develop and maintain a detailed list of potential programs based on a thorough needs assessment of the project area. The database will be updated and include key lessons learned from each program that is implemented.
- FONERWA will maintain and up to date lessons learned report, outlining key lessons from any livelihood programs implemented by a Sub-Project.
- FONERWA will maintain a practical and up to date tool for housing terms of reference documents, a list of livelihood program implementers and a shortlist of preferred implementing agencies that will be distributed to any Sub Project.
- FONERWA will use its institutional learning and lessons learned document to review all Sub Project livelihood programs and offer practical guidance where applicable.

9. Temporary Hardship & Vulnerable Households

9.1 Defining Vulnerability

Vulnerable persons are defined as those who “by virtue of gender, ethnicity, age, physical or mental disability, economic disadvantage, or social status, may be more adversely affected by resettlement than others and who may be limited in their ability to claim or take advantage of resettlement assistance and related development benefits”.

Vulnerable PAPs are those likely to be adversely affected by project impacts and/or are more limited than others in their ability to take advantage of a project's benefits. Such an individual or group is also more likely to be excluded from or unable to fully participate in the mainstream consultation process and, as such, may require specific measures and/or assistance to do so. Vulnerability may be viewed in the context of two stages:

- 1) Pre-existing vulnerability
- 2) Temporary hardship vulnerability caused by project-related physical and economic displacement.

The Project is chiefly concerned with avoiding, or mitigating, project-induced vulnerability. In doing so, it is important to be aware of households with pre-existing vulnerabilities. Such households may be poorly equipped to handle the shocks of resettlement or may need additional assistance to engage effectively with the Project, understand their rights, and access potential assistance.

Involuntary resettlement, if not managed well, may increase impoverishment, with vulnerable households being particularly susceptible to the adverse effects of land acquisition and resettlement activities. The main hazards leading to impoverishment as a direct result of the resettlement process are:

- Landlessness – irreplaceable loss of land assets, including common property
- Tenure insecurity – loss or weakening of land use rights
- Joblessness – loss of workplaces
- Homelessness – loss of shelter
- General economic set-back
- Increased crime, disease, and mortality rates
- Food insecurity and malnutrition
- Loss of access to common assets
- Social disorganisation.

In resettlement projects, several of these hazards, such as loss of land, employment, and housing, are often realised simultaneously. This may further exacerbate household vulnerability.

The Project will collect additional data to identify the number of vulnerable households who primarily rely on the use of the land inside the 16ha Pilot Site, those who may lose >20% of all productive land holdings, as well as households farming <1ha at present.

Further analysis through follow-up surveys will assess additional impacts which may be exacerbated by limited home food plot size, small farm fragmentation, and location. Village-

level participatory poverty assessment findings, undertaken as part of the Gasabo Ubudehe program, will also be considered.

The GCK Project Livelihood Program is the primary mechanism to address issues of resettlement-related landlessness, homelessness, and joblessness. A Temporary Hardship Assistance Program will be developed to target those households identified as requiring additional support for a time during and after resettlement.

9.2 Vulnerable Persons Identification

Vulnerability will be determined on a household basis, initially determined through asset and socio-economic survey analysis. Data will also be triangulated through interfacing with the district social welfare departments, NGOs, traditional leaders, and other key persons. An initial weighting and screening will identify potentially vulnerable households for follow-up visits and interviews.

A full assessment of potentially vulnerable households will be conducted, working from the existing socio-economic and asset surveys and additional information gathered through follow-up surveys and the Gasabo Ubudehe Program¹⁹. The Ubudehe Program was launched in 2001 as part of partnership between the Ministry of Finance and Economic Planning and the Ministry of Local Government in a bid to draft the Poverty Reduction Strategy Paper, PRSP. During field visits of Ubudehe facilitators identify characteristics of poverty in order to inform poverty reduction strategies. According to the WHO²⁰, the Ubudehe program and its associated Database was created in 2001 and is regularly updated. The database facilitates planning of interventions meant for the poor and vulnerable population groups and it is based on evidence and accurate data. The Project will incorporate the existing data with any collected as part of the surveying processes.

Further identification of vulnerable households will be determined with regard to the following factors:

- Female-headed households with limited resources. These households may be impoverished as the labour required for certain farming activities normally performed by men, may limit the productive capacity of the household. However, sometimes female-headed households are less vulnerable because women often manage the household more effectively than men. Female-headed households may not necessarily be 'vulnerable', particularly if they have access to land and other resources and have been able to sustain adequate living standards over a period of time. However, given the WB's description of vulnerable people as those who "may be limited in ability to claim or take advantage of resettlement assistance", it is appropriate to focus special attention on female households to ensure they are not disadvantaged in the relocation process.
- Elderly with limited support. A household headed by an elderly person could have difficulty producing enough crops to feed the family. Elderly people may not necessarily be

¹⁹ Government of Rwanda. Local Administrative Entities Development Agency
<https://loda.gov.rw/programs/ubudehe/#:~:text=Ubudehe%20Program,operations%20for%20food%20security%20purposes>.

²⁰World Health Organization (WHO). Rwanda's Performance in Addressing Social Determinants of Health and Intersectoral Action. 2018. https://www.afro.who.int/sites/default/files/2018-03/Rwanda_s_Performance_in_Addressing_Social_Determinants_of_Health_and%20intersectoral%20action%20final%20Report.pdf

vulnerable, particularly if they live in extended family groups, but the Project will need to ensure their needs are appropriately met during the physical relocation and re-establishment of houses and crops.

- Child-headed households. A household headed by a minor would find it difficult to support a family and would require assistance.
- Physically disabled households. These households may be impoverished due to the cost of providing support to the affected household members and potentially lower the productive capacity of the household
- Mentally disabled households. These households may be impoverished due to the cost of providing support to the affected household members and potentially lower the productive capacity of the household
- Chronically ill households. A household headed by a chronically ill person could have difficulty producing enough crops to feed the family. The household may not have enough resources having disposed most of them in treatment of the sick person and impoverished. The Project will need to ensure they do not misuse compensation by physically resettling them.
- Widows. In Rwanda, widows remain the most vulnerable members of society as they are often threatened by in-laws and without proper ownership documentation of the assets of their late husbands.
- Households small plots of land or informal agreements. Part of the program will be to support land tenants in obtaining documentation for their landholding as well as empowering them to relocate on land with secure tenure.

9.3 Vulnerability Management

The Temporary Hardship Assistance Program goal will be to provide a safety net until vulnerable households can become self-sufficient and resilient to economic stresses resulting from land access and resettlement.

Livelihood program components, particularly those related to farming, will be the primary mechanism to address resettlement-related landlessness, homelessness, and joblessness. Temporary hardship assistance measures will also be developed to target households identified as requiring additional supports for a time during and after resettlement. The tables below provide examples of strategies for addressing vulnerability.

Table 8: Temporary Hardship Assistance, Objectives, Outcomes, and Strategies Example

Objective	Desired Outcome	Strategy
Temporary assistance and promotion of self-sufficiency	Increased food access and availability for vulnerable households.	Direct provision (distribution) of food aid, or cash assistance for meeting basic survival means. Access to potable water and health care
	Increased employment opportunities for vulnerable household's youth .	Prioritise vulnerable youth for local employment.

Table 9: Temporary Hardship Assistance Practices and Services Example

Activity	Desired Practices	Services
Increasing self-sufficiency	<ul style="list-style-type: none"> Increased household-level food consumption Use of clean potable water Primary health care service utilisation Education access Employment access 	<ul style="list-style-type: none"> Direct provision of food or cash assistance Employment prioritisation Clean potable water provision Primary health care provision

For each vulnerable household, time-bound tailor-made assistance packages may include the following:

- Household food basket
- Registration in the Rwandan National Health Insurance Scheme
- Counselling services
- Prioritisation in employment and other GCK Project social initiatives (e.g. scholarship Programs).

9.4 Institutional Information Repository Responsibilities

As outlined throughout the Section above, FONERWA will be responsible for undertaking the following activities to develop a Project repository of vulnerable programs and strategies for all Sub-Projects. This includes the following responsibilities over the Project lifetime:

- FONERWA will develop and maintain a detailed household vulnerability assessment form, which includes a series of standardised questions that all Sub-Projects will utilise when developing their respective final list of vulnerables households. This will also require that FONERWA adapts the template socio-economic questionnaire to ensure it accurately captures relevant local proxy indicators.
- FONERWA will ensure that all vulnerable assessments adequately align with data being collected by the Ubudehe program.
- FONERWA will develop a list of potential programs based on a thorough needs assessment of the project area. The database will be updated and include key lessons learned from each program that is implemented.
- FONERWA will maintain and up to date lessons learned report, outlining key lessons from any vulnerable programs implemented by a Sub-Project.
- FONERWA will maintain a practical and up to date tool for housing terms of reference documents, a list of vulnerable program implementers and a shortlist of preferred implementing agencies that will be distributed to any Sub Project.
- FONERWA will use its institutional learning and lessons learned document to review all Sub Project vulnerable programs and offer practical guidance where applicable.

10. Cultural Heritage Protection

10.1 Cultural Heritage Assessment

WB ESS8 recognises that cultural heritage provides both tangible and intangible continuity between the past, present, and future. People identify with cultural heritage as a reflection and expression of their constantly evolving values, beliefs, knowledge, and traditions.

Cultural heritage, in its many manifestations, is important as a source of valuable scientific and historical information, as an economic and social development asset, and as an integral part of people's cultural identity and practice. It is important to note that cultural heritage can be both tangible and intangible.

The Project needs to take account of intangible cultural heritage such as the traditional practices, lifestyles, heritage and shared history of communities. This may include working with communities to ensure recording of cultural histories, stories, and music, as well as supporting the protection and enhancement of heritage through provision of cultural centres and other supports. The essential goal is to ensure resettlement does not adversely impact such heritage, but ensures community cohesion and continuity.

ESS8 establishes measures designed to protect cultural heritage throughout the project life cycle, with critical components including:

- Environmental screening to determine how the Project affects cultural heritage resources
- Consultation as an important means of identifying such resources, documenting their presence and significance, assessing potential impacts, and exploring mitigation options
- Baseline and impact assessments to establish an asset inventory, document asset significance, and assess the nature and extent of potential impacts on these resources
- Appropriate mitigation measures
- Capacity assessment and capacity-building for local stakeholders, including "chance finds"
- Management plans for implementing the above

At this stage, a stand-alone Cultural and Heritage Management Plan is not warranted, however, the Project will develop a Chance Finds procedure. Examples of chance finds may include an archaeological site, which has remained unnoticed or undocumented in the past or a site of cultural / heritage significance which had not been identified previously.

The Project will ensure access to an archaeologist to be available during construction activities including training environmental professionals on site on chance find procedures. The specialist will address on-going cultural heritage issues that may be encountered throughout the project development.

10.2 Project Information Repository Responsibilities

FONERWA will be responsible for engaging with communities in the Project area to develop a master list of all potential tangible and non-tangible cultural heritage sites which will be provided to each Sub-Project for further verification.

11. Grievance Management

A grievance mechanism has been developed for potential use by all interested stakeholders. The aim of the grievance mechanism is to achieve mutually agreed resolution of grievances raised by such stakeholders. This grievance mechanism ensures that complaints and grievances are addressed in good faith and through a transparent and impartial process. Further information is contained in the Preliminary Stakeholder Engagement Plan (SEP). Grievances raised by stakeholders need to be managed through a transparent process, readily acceptable to all segments of affected communities and other stakeholders, at no cost and without retribution. The grievance mechanism should be appropriate to the scale of impacts and risks presented by a project and beneficial for both a proponent/operator and stakeholders, especially PAPs.

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

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

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

International standards state that:

- Where there are affected communities, a project will establish a grievance mechanism to receive and facilitate the resolution of their concerns and grievances about project environmental and social performance
- The grievance mechanism should be scaled to the project risks and adverse impacts that have affected communities as its primary user
- The grievance mechanism should seek to resolve concerns promptly using an understandable and transparent consultative process that is culturally appropriate and readily accessible, and at no cost and without retribution to the party originating the issue or concern
- The grievance mechanism should not impede access to judicial or administrative remedies
- The project will inform the affected communities about the mechanism in the course of the stakeholder engagement process.

11.1 Objectives

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

- Record, categorize and prioritize the grievances;

- Settle the grievances via consultation with all stakeholders (inform stakeholders of the solutions)
- Forward any unresolved cases to the relevant authority.

It is vital that appropriate signage is erected at the sites of all works providing the public with updated project information and summarising the Grievance Mechanism process, including contact details of the relevant Project Contact Person within the project implementation unit. Anyone shall be able to lodge a complaint and the methods (forms, in person, telephone, forms written in Kinyarwanda) should not inhibit the lodgement of any complaint.

Furthermore, with the Grievance Mechanism, the project aims to:

- Embody the principles of zero tolerance of corruption, transparency, social justice community engagement and empowerment,
- Fairly, ethically and impartially implement all its activities
- Ensure that all community members are kept informed about the activities under the project and about opportunities for housing, for training and for “green” jobs
- Ensure that all opportunities for investment in low carbon businesses are widely publicised and that all potential investors have an equal opportunity to submit proposals, have them properly and fairly evaluated and receive prompt feedback,
- Ensure that groups from the community who find it difficult to participate in economic activities are given equal access (women and youth);

In the event that, during project implementation, there are perceived issues of unfairness, error or misapplication of the procedures by which the project will be implemented, it is essential that everyone affected has the opportunity to raise their concerns, and have them listened to, investigated and, if found to be correct, there is appropriate redress. In order to achieve this, the project has designed a process for lodging grievances. This sub-section sets out how this mechanism will operate.

11. Grievance Mechanism

The Project grievance mechanism will be:

- Understandable to stakeholders
- Easily accessible, including special measures for vulnerable persons
- Culturally and locally appropriate
- Considered fair by stakeholders
- Cost-free
- Restitution-free
- Timely in addressing impacts and responding to complainants
- Able to track and record grievances for immediate and future reference
- Accounting for -- and not impeding access to -- judicial or administrative remedies.

The GCK Project will establish a grievance mechanism early in the Project planning phase that is prepared to manage complaints in a systematic manner to facilitate speedy dispute and grievance resolution, and to promote trust and build a positive rapport between the GCK Project and its external stakeholders.

A grievance can be made by an individual, a household, or a group/community - anyone can lodge a grievance it is their choice whether to make a formal or informal approach. Grievances may be raised informally or formally. An informal grievance is one raised verbally, mostly requesting for clarification of facts or process, it can be entered through the Community Coordination Committee members (CCC). A formal grievance is a written complaint raised through the Cell or Sector offices, mostly on issues of misinformation, exclusion from project opportunities, discrimination, inadequate communication or inadequate response to previously raised issues.

- For **informal grievances**: Informal grievances shall be raised verbally to the CCC during common public meetings held weekly. Verbal responses shall be given to the satisfaction of the complainant. If the response does not satisfy the complainant, the grievance shall be formalised by putting it in writing and submitting it to the cell or the sector office. All informal grievances raised at these weekly meetings will be referred to the Project Implementation Unit (PIU) for action, while the formalised grievances shall follow the formal procedure (see second bullet point). Actions taken by the PIU to redress informal grievances shall be documented and considered at the Project Steering Committee (PSC) quarterly meetings.

The CCC will provide a platform for sector and community leaders to engage with beneficiaries and other community members for each project site (including the 16ha Pilot Site Sub-project). Activities would cover:

- Planning and M&E of project activities at community level
- Community discussions, community consultations
- Mobilising community participation and facilitating communication
- Output evaluation, lesson learning and
- An independent point of entry for the grievance process.

The CCC will be chaired by the Sector Executive Secretary, and the Sector Governance Officer will be acting as a Secretary. Membership will include Community representatives and representatives from CSOs and NGOs, Church Groups; Sector & Cell Representatives from the Woman's Forum, and Sector and Cell Representatives for people with disabilities/marginalised groups. Meetings will be held quarterly, attended by the District Implementation Support Team. The project will pay facilitation for people attending.

- For **formal grievances**: Grievances shall be raised at cell or sector offices by recording them on grievance forms. Forms shall be consolidated into a report and sent weekly to the District Good Governance unit, which shall keep record of all grievances sent to the District. Grievances shall then be considered by the Executive secretary and his management team and resolutions made to the complainant's satisfaction. Written response to the complainant shall be done via the District Good governance office and circulated through sector and cell offices. Unresolved grievances (i.e., those unsatisfying responses to the complainant) will be raised for redress at each level in chronological hierarchy from the District to the District Joint Action Development Forum (JADF) and then to PSC and to the office of Ombudsman. At each level,

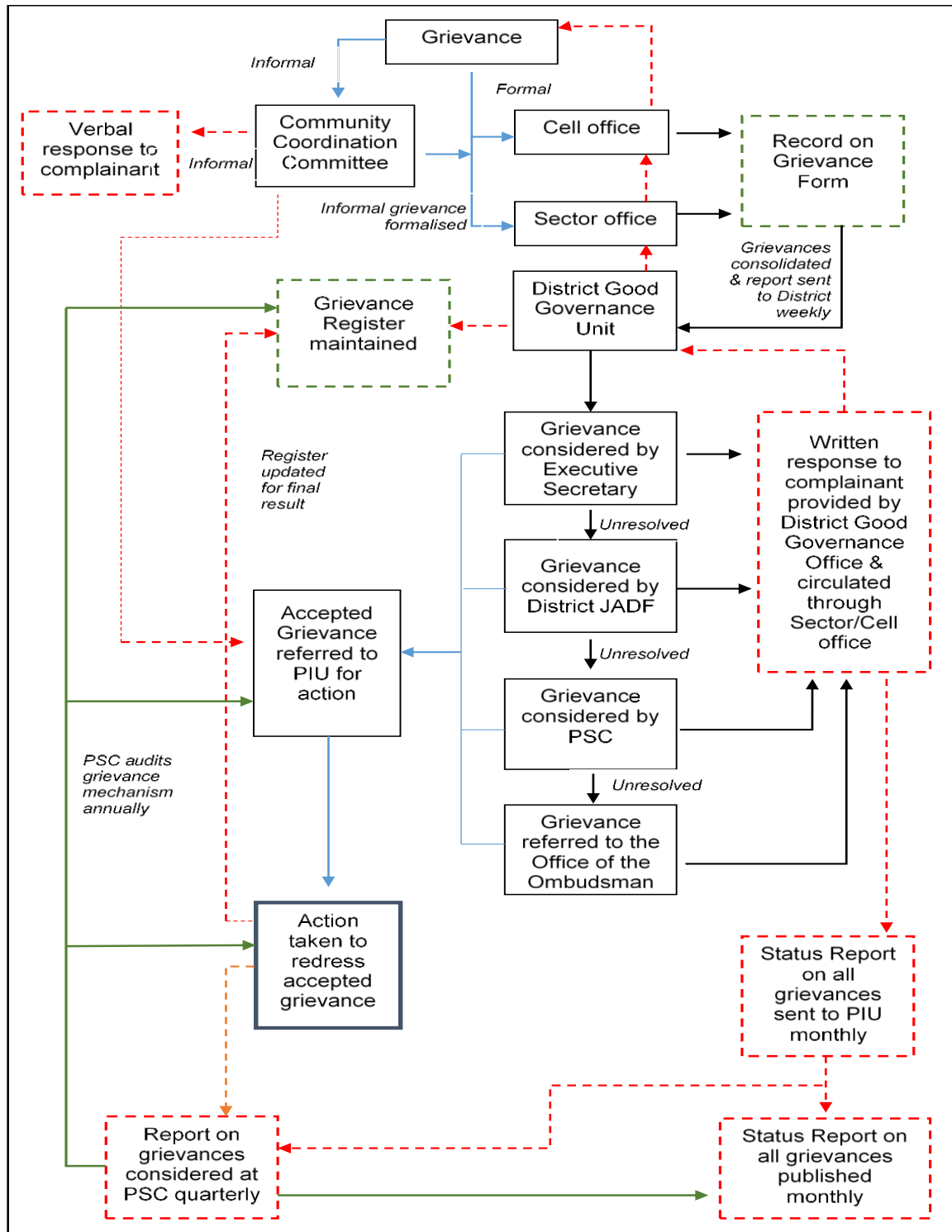
documentation of the grievance and redress response, status reports of all grievances, resolutions and actions taken shall be taken. Records of such reports shall be kept at the District Good governance unit and the PIU.

The District Joint Action Development Forum (JADF) will support and assist local stakeholder engagement with the project. JADFs bring together Central and Local Government institutions, Development Partners, Civil Society and the Private Sector involved in district development and play an important role in implementing the Government's Decentralised Governance and Service Delivery Policy in decentralising budgets, decision making and interventions to the district level.

At each level of the project Grievance Redress Mechanism, complaints will be targeted to be solved within a period of 24-48hours or otherwise escalated to the next level. All responses to complaints at any level shall not exceed 14 days. Once at judiciary level, due process as mandated by the law will be followed.

Through citizen engagement meetings the PAPs will be informed of the different grievance mechanisms in place for them to lodge their complaints and dissatisfactions. A flow chart of this process is presented hereafter. Note that this flowchart refers to the internal mechanisms to submit a complaint, and that the project level process will not impede PAPs access to the legal system

Figure 18 Grievance Mechanism Flowchart



11.2 Grievance Management

As part of the next Project phase, a grievance management system will be established to track (weekly, monthly, quarterly etc) to GCK Project and local stakeholders about the GCK Project's performance on the complaints/grievance process.

This shall include the following:

- Number of complaints / grievances received
- Nature/category of complaints / grievances
- Root cause analysis of significant complaints/ grievances
- Percentage of complaints/ grievances resolved
- Number or percentage pending (i.e. beyond thirty days)
- GCK Project sensitivity to resolve stakeholder complaints, measured by average days used in resolving complaints/ grievances
- Number of resolved complaints signed off
- Number of complaints/ grievances escalated by GCK Project or the complainant
- Human Rights complaints.

11.3 Project Information Repository Responsibilities

FONERWA will be responsible for developing a master list of all Project related grievances. Annually, the mechanism should be reviewed for its efficacy, addressing any potential areas of improvement. Moreover, FONERWA will develop and maintain a key grievance list with practical guidance for Sub-Projects on how to minimise or avoid the common causes of grievances.

12. Organisational Framework

Due to the nature of the Project, it is essential that the RPF is regularly updated and remains relevant as the Project evolves and Sub-Projects are implemented. As outlined throughout the RPF, FONERWA will be tasked with the vital role of maintaining up to date templates, guides and repositories of information to ensure continuity and synergies across all Sub-Projects. Therefore, in order to ensure the RPF remains a 'living document' FONERWA will be required to assess its existing capacity and staffing to ensure it can adequately undertake and maintain the RPF and its various repositories that will be critical for guiding all Sub-Projects over the Project lifetime.

The overall coordination of the implementation of Sub-Project RAPs will be the responsibility by the PIU, which will oversee all resettlement planning and coordinate all issues relating to the compensation. Operationally, the PIU will implement the RAPs but with significant guidance and access to key resources provide by FONERWA.

The PIU for the Project must draw together technical, social, and environmental personnel. The PIU will ensure collaboration with other government agencies as appropriate as well as with Project Area Local District Authorities, NGOs, and CBOs who will assist with implementation. The PIU will collaborate with other government agencies as appropriate.

The roles and responsibilities of various institutions is summarised in Table below.

Table 10: RPF/RAP Implementation Roles and Responsibilities

Institution	Roles and Responsibilities
PIU	<ul style="list-style-type: none"> Oversee RPF/ RAP implementation Oversee PAP RAP Committee (PRC) formation Collect power line interconnection project information, including RPF (RAP) and ESIA documentation Prepare and update resettlement-related documentation to ensure RPF consistency and compliance Provide all compensation packages as per RAP Provide livelihood and vulnerable assistance measures Overall resettlement implementation monitoring and evaluation (i.e. annual audits and review of sub-project level monitoring by affected districts)
MoE/FONERWA	<ul style="list-style-type: none"> See detailed sub section below
District Authorities	<ul style="list-style-type: none"> Assist in stakeholder consultations Review and sign off all documentation (e.g. compensation agreement, compensation report) Transfer compensation payments to PAPs Monitor proper RAP implementation
PAPs	<ul style="list-style-type: none"> Engage in project consultation forums Participate in asset measurement and sign-off Participate in monitoring and evaluation
Sector Agronomist	<ul style="list-style-type: none"> Land measurement Land valuation Crops and trees valuation RAP implementation participation

Institution	Roles and Responsibilities
District Land Commission and Sector/ Cell Land Committees	<ul style="list-style-type: none"> Interface with District One Stop Centre as mandated by revised Land Law Public Awareness, including extensive PAP consultation Approval of land use changes at District/ Sector/ Cell level and ensure Land Use Master Plan alignment Approve land expropriation Provide information on current land use, land tenure Ensure grievance mechanisms meet legislative requirements
District One Stop Center	<ul style="list-style-type: none"> Coordinate and supervise Project resettlement measure design and implementation and ensure RAP alignment and consistency
Local Resettlement Committee (including representatives of private sector, youth, NGOs/CSOs, women, faith-based organizations and people with disabilities at sector level)	<ul style="list-style-type: none"> Public Awareness RAP development and implementation, including assistance during resettlement and effective PAP consultations Coordinate monitoring information collation activities (such as surveys, sign-off) in accordance with procedures established by district authorities Elect Committee representative to act as Project Liaison Officer with regular PAP contact and the ability to lead consultation, public participation, and grievance mechanisms
Land Adjudication Committee	<ul style="list-style-type: none"> Management of land ownership conflicts and grievances relating to expropriation

12.1 FONERWA's Role and Responsibilities as the Project Repository of Information

Table 11: FONERWA's Role and Responsibilities as the Project Repository of Information

Topic	Roles and Responsibilities
Baseline Data Collection and Analysis	<ul style="list-style-type: none"> Regularly update the Survey Data Matrix to ensure it accurately captures all required data points and outlines the relevant survey forms for collecting specific data Maintain an up to date list of relevant secondary data sources to be shared with all sub projects Maintaining a living set of survey forms for all relevant sat collection tools that is shared with any approved sub project Maintain an up to date land use map Maintain an appropriate information management system that is aligned with the ESIA that can integrate sub project specific data as applicable.
Stakeholder Engagement	<ul style="list-style-type: none"> FONERWA will develop and maintain a standard template outlining the approach for Project related sensitisation meetings as well as a guiding list of focus group and key person interview questions.

Topic	Roles and Responsibilities
	<ul style="list-style-type: none"> • Maintain an up to date database of external relation activities and lessons learned from Sub-Project engagements • Develop and maintain an up to date stakeholder analysis table and map.
Project Impacts & Mitigation Strategies	<ul style="list-style-type: none"> • Develop and maintain a list of effective influx and speculation management strategies that can be replicated across all Sub Projects. • FONERWA, in conjunction with other relevant agencies, will develop a detailed process for adopting and implementing a land readjustment strategy that can be easily replicated by all Sub Projects. • Provide guidance for all Sub Projects on how to effectively implement the Umutugudu strategy.
Mitigation Measures Framework	<ul style="list-style-type: none"> • Regularly review and update the detailed entitlement matrix to ensure it is applied consistently across all Sub-Projects. • Develop guidance document for valuation of assets to ensure consistent valuation approach is applied across all Sub-Project. This may require developing and maintaining a database of recognised valuers that FONERWA can provide to Sub-Projects.
Physical Displacement	<ul style="list-style-type: none"> • Develop and regularly review and update a detailed guide for Sub-Projects on replacement housing designs. This will require the establishment and regular updating of a database of potential contractors for constructing replacement housing. • Develop and maintain an up to date map of land tenure, availability and market prices for nearby areas where PAPs could be potentially resettled to in order to facilitate PAPs or the effective implementation of the land readjustment strategy.
Livelihood Restoration	<ul style="list-style-type: none"> • FONERWA will develop and maintain a detailed list of potential programs based on a thorough needs assessment of the project area. The database will be updated and include key lessons learned from each program that is implemented. • FONERWA will maintain an up to date lessons learned report, outlining key lessons from any livelihood programs implemented by a Sub-Project. • FONERWA will maintain a practical and up to date tool for housing terms of reference documents, a list of livelihood program implementers and a shortlist of preferred implementing agencies that will be distributed to any Sub Project. • FONERWA will use its institutional learning and lessons learned document to review all Sub Project livelihood programs and offer practical guidance where applicable.
Temporary Hardship & Vulnerable Households	<ul style="list-style-type: none"> • FONERWA will develop and maintain a detailed household vulnerability assessment form, which includes a series of standardised questions that all Sub-Projects will utilise when developing their respective final list of vulnerable households. This will also require that FONERWA adapts the template

Topic	Roles and Responsibilities
	<p>socio-economic questionnaire to ensure it accurately captures relevant local proxy indicators.</p> <ul style="list-style-type: none"> • FONERWA will ensure that all vulnerable assessments adequately align with data being collected by the Ubudehe program. • FONERWA will develop a list of potential programs based on a thorough needs assessment of the project area. The database will be updated and include key lessons learned from each program that is implemented. • FONERWA will maintain and up to date lessons learned report, outlining key lessons from any vulnerable programs implemented by a Sub-Project. • FONERWA will maintain a practical and up to date tool for housing terms of reference documents, a list of vulnerable program implementers and a shortlist of preferred implementing agencies that will be distributed to any Sub Project. • FONERWA will use its institutional learning and lessons learned document to review all Sub Project vulnerable programs and offer practical guidance where applicable.
Cultural Heritage	<ul style="list-style-type: none"> • FONERWA will be responsible for engaging with communities in the Project area to develop a master list of all potential tangible and non-tangible cultural heritage sites which will be provided to each Sub-Project for further verification.
Grievance Mechanism	<ul style="list-style-type: none"> • FONERWA will be responsible for developing a master list of all Project related grievances. Annually, the mechanism should be reviewed for its efficacy, addressing any potential areas of improvement. Moreover, FONERWA will develop and maintain a key grievance list with practical guidance for Sub-Projects on how to minimise or avoid the common causes of grievances.
Monitoring & Evaluation	<ul style="list-style-type: none"> • FONERWA will develop and maintain a detailed set of KPIs which includes a series of standardised indicators that all Sub-Projects will apply. This will also require that FONERWA reviews the KPIs to ensure it accurately captures relevant information. • FONERWA will develop the reporting templates to guide all monthly or quarterly monitoring evaluations.

12.2 Community Involvement

In order to coordinate activities at the district and sector levels, two committee types with unique roles and responsibilities will be in place:

- District Task Force
- Local Resettlement Committee (at sector/cell levels as appropriate).

Table 12: Suggested Project Committee Membership and Responsibilities

Committee	Membership	Role/Responsibilities
District Task Forces	<ul style="list-style-type: none"> • Vice Mayor • Economic Department • Legal Officer • Land Valuer • Infrastructure Department • Social Affairs Officer • Environmental Officer • Executive Secretary of Involved Sectors 	<ul style="list-style-type: none"> • Implementing bodies for district-level RAP-related activities • Direct partners to the Project Implementation Unit, • Lead livelihood restoration Programs
Local Resettlement Committee	<ul style="list-style-type: none"> • Land Manager - Sector Level • Agronomist - Sector Level • Executive Secretary of the Involved Cells • Village Leaders of the Involved Villages • PAP Representatives: 3 per village, at least 1 female, 1 vulnerable 	<ul style="list-style-type: none"> • Compensation and sign-off process participation • Cell-level grievance mechanism participation • Monitoring procedures involvement • Household-level vulnerable people identification

Once the Project scope is determined and the PIU and its Land Access & Resettlement Project Team, is confirmed, GCK Project staff and/or Project consultants capacity-building measures will be determined.

13. Monitoring and Evaluation (M&E)

The WB requires Projects to “establish procedures to monitor and evaluate the implementation of the plan and will take corrective action as necessary during implementation to achieve the objectives of this ESS. The extent of monitoring activities will be proportionate to the project’s risks and impacts”.

Monitoring and Evaluation (M&E) is essential in RAP implementation. Monitoring will involve establishing quantifiable targets for all impact mitigation interventions and subsequently measuring progress toward the achievement of those targets. Intervention evaluation will be designed to assess whether the progress in impact mitigation measure implementation is achieving the desired objectives. The M&E Framework will not only guide RAP implementation, but will also enable all stakeholders to share a common vision of any particular intervention and objectively assess its impact on PAHs and PAPs.

The purpose of monitoring is to provide Project Management, and directly affected persons, households and communities, with timely, concise, indicative information about whether compensation, resettlement, and other impact mitigation measures are on track to achieve sustainable welfare restoration and improvement, or if adjustments are needed. The arrangements for monitoring the resettlement and compensation activities will fit into the overall monitoring program of the entire project subcomponents, which will fall under the overall responsibility of FONERWA/ MoE in collaboration with Kigali City and local authority (Gasabo district).

Monitoring verifies that:

- RAP actions and commitments for compensation, resettlement, land access, and development are implemented fully and on time
- PAPs receive timely compensation and replacement housing
- Compensation and livelihood investments are achieving sustainable restoration and improvement Project-affected persons, household, and community welfare
- Complaints and grievances are followed up with appropriate corrective action
- Vulnerable persons are tracked and assisted as necessary.

In brief, monitoring answers the question: Are Project impact mitigation and other measures in place, on time, and producing the intended effects as planned in the RPF (or RAP)? Are Project compensation, resettlement, and other impact mitigation measures on time and having the intended effects?

M&E will have the following general objectives:

- Monitoring specific situations or difficulties arising from RAP implementation as well as implementation compliance with RAP objectives and methods
- Evaluating emergent, mid- and long-term Project impacts on the welfare of households, communities, and local government
- Sufficient PAP involvement in participatory monitoring and evaluation of short-term, mid-term, and long-term Project activities and effects.

13.1 Internal M&E Process

The Project will conduct monitoring and evaluation to track the RAP Implementation. The monitoring and evaluation will give particular attention to the Project-affected communities, especially vulnerable groups, such as female-headed households.

Internal monitoring will look at inputs, processes, outputs, and outcomes of compensation, resettlement, and other impact mitigation measures.

Input monitoring establishes if staff, organisation, finance, equipment, supplies, and other inputs are on schedule in the requisite quantity and quality.

Process monitoring will:

- Assesses Program implementation strategies and methodologies and the capacity and capability of Program management personnel to effectively implement and manage the Programs
- Document lessons learned and best practices and provide recommendations to strengthen the RAP design and implementation.

Output monitoring establishes if agreed-upon outputs are realised on time for:

- Communication with the affected communities
- Agreed resettlement and compensation policies, procedures, and rates
- Crops building, and lost business compensation
- Infrastructure and housing construction and occupation
- Livelihood Program delivery and uptake
- Grievance resolution
- Attention to vulnerable people.

Outcome (or effectiveness) monitoring will determine:

- The degree to which the Program objectives and performance targets have been achieved.

M&E indicators to assess RPF outcomes and PAP economic status, including livelihood measures, should be able to measure impacts (change over time) to determine whether PAP living standards has been restored or improved compared with their pre-displacement position. As such, indicators should be “outcome-based” -- considering household socio-economic status -- and not just “output-based”.

M&E indicator selection shall be guided by the following principles:

- Preference for fewer indicators that have significant validity over more indicators of less significant value
- Preference for indicators used by national institutions in order to be able to compare results with control groups in other parts of Rwanda
- Measuring outcome and impacts on the following levels:
 - Monetary livelihood measuring through a quantitative income or expenditure survey
 - Qualitative indicators measuring PAP perceptions

- Livelihood improvement proxy indicators

Quarterly internal monitoring progress reports will be prepared and submitted to GCK Project management.

13.2 External M&E Process

An external audit will be conducted by an external party to assess RPF and RAP implementation compliance. PIU will hire a qualified external Social Auditor with significant resettlement experience, hands-on M&E experience, no previous Project involvement, and proven ability to identify actions to improve implementation and mitigate negative resettlement impacts to conduct an annual compliance assessment of social commitments contained in Rwanda legislation, WB Standards, this RPF, subsequent RAPs, and the ESIA and its attached social action plans. The Social Auditor will work closely with the Project-affected communities to track the RAP implementation progress.

Review objectives are as follows:

- To assess overall RPF and RAP compliance and determine whether corrective actions are required
- To verify that measures to restore and enhance PAP livelihoods are being implemented and to assess their effectiveness
- To assess the extent to which affected communities' livelihoods are being restored in an appropriate manner and how their living standards have been improved.

Compliance Monitoring will:

- Verify results of internal monitoring
- Assess whether resettlement objectives have been met, and, specifically, the extent to which Livelihood Programs have contributed to PAP livelihood restoration and living condition improvement
- Assess resettlement efficiency, effectiveness, impacts, and sustainability, drawing lessons for future resettlement activities and recommending implementation process improvements
- Ascertain whether resettlement entitlements are appropriate to meet the objectives, and whether the objectives are suitable to PAP conditions
- Assess grievance records to identify implementation problems and grievance resolution status
- Ensure RAP implementation is in compliance with WB Standards
- Focus on vulnerable persons and assess methods for assisting them

13.3 Key Performance Indicators

A number of indicators will be monitored to track RAP implementation progress:

- Process Indicators: Project inputs, expenditures, staff deployment, etc.
- Output Indicators: Number of compensated and resettled PAPs, training held, etc.

- Outcome Indicators: Level of immediate project objective achievement, observable changes in performance, behaviour, or resource status that should occur as a result of RAP implementation
- Impact Indicators: Long-term effect, change of state, or improved living conditions of PAPs toward which the project is contributing
- Assumption Indicators: Fundamental circumstances which may counteract -- or at least delay -- the attainment of results.

The first three indicator types are related to process, immediate outputs, and results. The final two longer-term impact indicators will focus on assessing whether the overall project objectives are being met, and will use the defined impact indicators as a basis for their evaluation. Data collected for the baseline socio-economic surveys will serve as the benchmark for measuring and evaluating RAP implementation success.

Monitors parameters will include:

- Compensation delivery
- Grievance resolution
- Land access
- Household asset increase or decrease
- Social stability
- Health
- Infrastructure and public facility rehabilitation
- PAP satisfaction levels
- Number of PAPs with restored and/or improved livelihoods.

13.4 Reporting

Internal monitoring will be reported to management on a quarterly basis.

External monitoring will be reported annually, and a summary report prepared for stakeholder disclosure.

13.5 Project Information Repository Responsibilities

As outlined throughout the Section above, FONERWA will be largely responsible for overseeing the development of Sub-Project RAPs and ensuring a consistent approach. Therefore, it is critical that all Sub-Projects are reviewed and assessment against similar Key Performance Indicators (KPIs) to ensure compatibility of the evaluations. This includes the following responsibilities over the Project lifetime:

- FONERWA will develop and maintain a detailed set of KPIs which includes a series of standardised indicators that all Sub-Projects will apply. This will also require that FONERWA reviews the KPIs to ensure it accurately captures relevant information.
- FONERWA will develop the reporting templates to guide all monthly or quarterly monitoring evaluations.

14. Budget and Schedule

14.1 Parameters and Assumptions

A detailed budget and schedule will be developed for the Project and will disaggregate costs by the components outlined in Table below.

Table 13: Budget Summary

Component	RWF	EUR
Physical Resettlement/Relocation		
Cash Compensation (Structures)		
Crops and Land		
Livelihood & Temporary Support Programs		
Demolition Costs		
Community Infrastructure		
Consultation & Negotiation		
Cultural Heritage		
GCK Project Staff Costs & Permitting		
Consultant Costs		
Equipment, Transport, Administration		
TOTAL		

14.2 Project Work Plan and Schedule

This Preliminary RPF highlights the various tasks required to effectively guide the development of specific the Project RPFs and RAPs .

A detailed Gantt chart indicating all land access and resettlement activities, which can respond to phased land access requirements, is required.

Key Project development milestones must be integrated with the land access and resettlement schedule to ensure overall project schedule alignment. In time, a unified schedule shall be developed by the Project which will include periodic internal RPF review timelines, workshops to agree upon resettlement strategies, and standalone document preparation (e.g. negotiations strategy, public RPF version for disclosure, RAP).

15. Change Management & Next Steps

15.1 Change Management

This RPF is a living document that will be periodically updated as the project progresses. Following the RPF validation process in 2021 any subsequent sub-projects will develop RAPs aligned to the RPF commitments/guidance. The Sub-Project RAPs will be the key management tool and project documents, to be updated as the project progresses.

As part of the key planning and preparation phase, FONERWA will need to undertake the following next steps:

Step	Key Activity
1	Review updated RPF to ensure alignment on roles and responsibilities of FONERWA
2	Conduct internal staffing and capacity assessment to determine if additional staff / training is required to effectively implement and maintain the key responsibilities outlined in Section 12
3	Review and update preliminary data matrix to guide all data collection
4	Establish a functional information management system for housing all required documentation
5	Develop Project controls to ensure data is updated and remains up to date
6	Develop required templates for surveys, lesson learned and collecting shortlist of potential implementors (livelihoods, construction contractors, vulnerables)
7	Develop Monitoring & Evaluation Plan with key KPIs tat will be applicable for all Sub-Projects

The key RPF iterations are as follows:

Date	Version	Requirements
July 2020	RPF Draft	Draft RPF for comments (KFW, SWEKO, any appropriate national institutions)
December 2020	RPF Second Draft	Incorporate all comments
TBD	RPF Final	Based on RPF Validation Workshop
Every 2 years	RPF Update	FONERWA to review RPF and update every two years to ensure it remains a practical “living document”

Appendix

Appendix 1: Types of Data Required for RAP Development (Data Matrix)

GCK Project Example of Socio-economic Data Required	
<i>Draft prepared by SRA for discussion with ESIA consultant to ensure socio-economic surveys collect data relevant for potential resettlements</i>	
No.	Types of Data
A	General Information
1	Community
2	Database / Information Management System code number
3	Interviewer
4	Supervisor
5	Name of Respondent
6	Relationship to household head
7	Phone number of Respondent
8	Phone number of household head
9	GPS coordinate of the house/structure
10	Kigali Postal Code
	SOCIAL CAPITAL
B	Occupant
1	Building occupant details (owner, tenant, caretaker or relative/dependents)
C	Demographic Information
1	Name of head of household
2	Photo of household head
3	Name of property owner (if rented / occupied by family member)
4	No. of residents' present (male and female separate)
6	Names of residents, ages (m/f)
7	Ages of all residents
7	Tenants (m/f)
8	Absent residents (m/f)
9	Visitors (m/f)
10	Emigrants (m/f)
11	Year of construction
12	Month and year of occupation
13	Place of origin
16	Ethnic group
17	Religion
18	Marital status
19	Type of identity document(s)
20	ID number
D	Local Culture
1	Types of festivals
2	Traditional cultural groups, occasions, performance, music and dance etc.
3	Traditional customs
4	Traditional laws and taboos
E	Community Participation
1	Who are the local community leaders (religious, political)?
2	Are you a member of any community group/ which one?

3	Is any household member a participant in any community group?
4	Does your group receive any financial support?
5	What are the social Program available in this community?
6	Are you or a household member a leader in any of these groups?
7	Are there any important activities/groups/cultural events that binds the community together?
8	What facilities do you consider as important for community development?
9	Are there any major conflicts in the community?
10	What do you feel is the most important challenge/problem facing your community?
11	What is the crime situation in the area?
12	What do you like most about this community?
13	What do you like least about this community?
F	Influx Management
1	Has any member of your household joined in the last one year?
2	Where is he/she from?
3	What is the reason for relocating?
4	Is there any incidence of in-migration in the community?
5	What changes has the in-migration caused in the community?
6	What impact has the in-migration brought upon the infrastructure in the community?
7	What role do the migrants play in the community?
8	What economic benefits has the migration brought to the community?
	HUMAN CAPITAL
G	Education
1	Educational level of the household members (highest level of education obtained by members)
2	Are there any barriers preventing education (e.g. distance to school, marriage, work)?
3	Aptitude for reading and writing (good, fair, poor)
4	Speaks French or English (good, fair, poor)
5	Current school attendance of household members
6	The distance from home to school (e.g. 0.0 - 0.9Km; 1.0-1.9Km; 2.0-2.9km; 3.0-3.9km; 4.0-4.9km; 5.0km and above)
7	Means of transport to school (walking, bus, bicycles, others)
8	Do you regularly attend school? (if not, why?)
9	Skills possessed by household members (carpentry, masonry, etc.)
10	Any training skills you would like to acquire? (yes or no) if yes, what skills?
11	Computer literacy (good, fair, poor, none)
H	Health
1	Are you or any member of your family registered with any medical insurance scheme?
2	Where do you go for medical treatment? (clinic, hospital, traditional healer)
3	Distance from home to health facility (0-2km; 3-5km; 6-8km; 9-11km; above 12km)
4	Where do you buy medicines (pharmacy, other)
5	Has any member of the household given birth in the past year?
6	Where did they give birth?
7	Did they get medical assistance during pregnancy/birth?
8	Has any household member lost a child in the past year?
9	Are there any disabled (physically/mentally) persons in your household?
10	What illnesses did you or your family suffer in the past year?
11	Have your children received immunisations?
12	How many months did you exclusively breastfeed your child?

13	Was any member of your family ill in past 4 weeks (which illness)?
14	How many days did they lose at work because of this?
15	Did any member of your family die in the past year? what was the cause of death?
I	STDs & HIV/AIDS
1	Do you know of any sexually transmitted diseases? (which ones)
2	Does HIV/AIDS exist in this community?
3	Do you know of any household members who has HIV/AIDS?
4	Have you received education on HIV/AIDS (from where)?
J	Respiratory Tract Infection
1	Have you or any member of your household had any respiratory tract infection for the past 6 months?
2	Did you or the person go to clinic or hospital for diagnosis and medication?
3	Have you or any member of your household been diagnosed with (TB, Pneumonia, Common cold, Persistent cough, Covid 19, etc.)?
4	Are you or any member of your household asthmatic?
5	What is the frequency of the attack?
6	Is the person on any medication?
7	Do you or any household member have allergies? If so, what type?
K	Food Security
1	Did you have enough food all of last year?
2	If not, what period did you have problems?
3	Why did you have problems? (poor rainfall, drought, pests etc.)
4	What is the food situation of the community compared to last year?
5	What is the food situation of the household compared to last year?
6	How many times do the household eat in a day?
7	How balanced is your diet (fresh fruits/ vegetables)?
8	How often do you eat meat or fish?
9	Is the household part of any food support programs?
	FINANCIAL CAPITAL
L	Employment
1	Primary income-generating activity
2	Secondary income-generating activities
3	Aside this, do you have other sources of income?
4	What are the challenges associated with the work you do?
5	How do you cope with the challenges you have described above?
6	What kind of assistance would you require to improve upon the work?
M	Agriculture
1	Do you engage in farming? (if not why?)
2	Location of the farm/s
3	Size of landholding/s
4	Crops grown
5	Land farmed and % devoted to each crop (in and outside survey footprint)
6	Number of years farming plot/s
7	Distance to farm/s
8	Area of fallow land
9	Fallowing period between cultivations
10	Shared ownership?
11	Share type?
12	Land tenure arrangement (owned or rented, common use land)?

13	Fallowing period between cultivations
N	Value Addition and Marketing
1	What do you do to crops after harvest?
2	Kind of crop storage facilities
3	How long can the facility preserve the crops?
4	Holding capacity of the storage facility
5	Crop treatment
6	Crop sales
7	Timing of crop sales
8	Location of crop sales
9	Mode of transport to market to sell crops
10	Who purchases your products? (individuals, local traders, outside traders, etc.)
11	Harvest performance in current year
12	Area cultivated increased or decreased
13	Information on dry season agriculture
O	Technical Assistance
1	Type of agricultural technical assistance
2	Technical assistance provider
3	Frequency of technical assistance
4	Use of improved seeds
5	Use of chemical fertiliser
6	Use of herbicides/pesticides
P	Livestock
1	Do you keep livestock (chickens, cows, oxen, goats)
2	Has the size of your herd decreased/increased since last year?
3	Are there any factors limiting the growth of your herd?
4	Do you sell animal products?
5	Location of animal product sales
6	Mode of transport to market to sell animal products
7	Who purchases your products? (individuals, local traders, outside traders, etc.)
8	Use of veterinary services? If no, why?
Q	Businesses in the Survey Area
1	Type of business/es
2	Business structure/s (kiosk, stalls, stores, metal containers etc.)
3	Is the business structure movable? yes or no
4	Number of days the business operates within a week
5	What is your average daily profit?
R	Income Sources
1	Revenue from agriculture & livestock (from food sales, other crops & animal products)
2	Revenue from paid employment (non-agricultural)
3	What other sources of income (rent, remittances, pensions, social welfare)?
4	Are children engaged in any income-generating activities?
S	Expenditures/loans/savings
1	Does the household have a bank account?
2	Which bank does the household save with?
3	Does the household have any form of investment? (yes or no)
4	What type of investment? (bank, land, house, equipment, etc.)
5	Does household have a loan?
6	Loan provider (bank, micro finance, private individual, NGOs, others)

7	Loan repayment in cash or in-kind
8	The loan period
T	Household Expenditures
1	Food expenditure (daily/weekly/annually)
2	Education expenditure (annual)
3	Clothes expenditure (annual)
4	Health expenditure (medicines, consultations, hospitalisations)
5	Expenditure on 'luxury' goods (annual) (e.g. TV, smartphones etc.)
6	Expenditure on communication (internet, cell phones) (weekly/monthly)
7	Expenditure on house maintenance or rent (monthly /annually)
8	Social event expenditure (annual) (funerals, festivals, marriages, baptisms)
9	Expenditure on farming equipment and others
10	Do you hire labour on the farm?
11	How much do you pay farm labourers per day?
12	Fuel source for cooking
13	Fuel source for lighting
14	Annual fuel expenditure
15	Is fuel source easily available?
	PHYSICAL CAPITAL
U	Local Infrastructure
1	No. and location of schools, health centres, government buildings, etc.
2	Places of worship, markets, community centres, soccer fields, community parks etc.
3	Location of cemeteries, archaeological sites or cultural sites for rituals?
4	Roads availability, the nature and types (gravel, surface dressed, asphalt, concrete, etc.)
5	Drainage systems (gutter, culvert, bridge, storm drains, etc.)
6	Water Distribution System (standpipe, elevated water reservoirs, underground water reservoirs; boreholes, well etc.)
7	Types of solid waste facilities (bunker, skip container, refuse dump, landfill. etc.)
8	Household assets (fridge, radio, television, bicycle, car, motor bike, houses, mobile phones etc.)
9	Do you have electricity in this community (yes or no)
10	Is this house connected to the national electricity grid (yes or no)
11	Does this house have electricity meter (yes or no)
12	Do you have any of the telecommunication network companies in the community?
13	Main sources of transport for household (foot, bicycle, motor bike, carreta, car etc.)
14	Energy source for cooking (firewood, charcoal, cooking stove, etc.)
15	Available toilet facilities (design type)
V	Water & Sanitation
1	Principal source of drinking water (borehole, pipe borne water, rain water, river, hand-dug well, etc.)
2	Main source of water for household activities (cooking, washing etc.)
3	Source of water in wet/dry season
4	Daily household consumption (buckets, barrels)
5	Distance to water source
6	Condition of water source
7	Do you treat water in any way before drinking?
8	What toilet facility do you own or use? (design type)
9	Do you share the toilet facility with other households? (yes or no)

10	How does the household dispose of refuse (solid waste)?
11	How does the household dispose of refuse (liquid waste)?
W	Resettlement Related Questions
1	Who is the owner of this structure? (self, someone, family house)
2	Are you the structure owner or tenant?
3	Name of the structure owner
4	The age of the structure
5	The status of the structure (complete, incomplete, collapsed, etc.)
6	The use of the structure (residential, farmstead, commercial, institutional, annex, etc.)
7	Number of rooms in the structure
8	The uses of the rooms (sleeping rooms, living area, others)
9	Kitchen, toilet and bath in-built or located outside the structure
10	The occupation status of the structure (occupied, non-occupied)
11	Nature of occupation (farm items, household items, groceries, food stuffs etc.)
12	Nature of wall materials (concrete, corrugated iron sheets, etc.)
13	Nature of roofing materials (corrugated iron sheet, etc.)
14	Nature of windows (louvre blades, sliding glazed windows, wooden battened, etc.)
15	Nature of doors (metal security doors, panelled, plywood, etc.)
16	Nature of floor (tiled, cement screed, rammed earth, timber, earth, etc.)
17	External and internal measurements of the structure
18	Internal measurement of the rooms
19	Photographs of the structure and the rooms
20	Sketch/plan of the structure in relation to the compound
21	Is the structure connected to national electricity grid? (yes or no)
22	Does the structure have electricity meter? (yes or no)
23	Is the structure your primary or secondary residence?
24	Any cemeteries and archaeological sites - and their location
25	Water Distribution Systems available (standpipes, boreholes, elevated water reservoir, underground water reservoir, hand-dug wells etc.)
X	Other Properties
1	Do you own a building outside survey area?
2	If yes, please specify the place of the building
3	If you qualify for resettlement would you like to take cash and move to the other house?
4	Do you own a farmland outside the project area? Where is the farmland located?
5	What is the size of the land?
6	Land tenure system in the area
7	What types of crops are cultivated on the land and the % devoted to each crop?
8	What is the acreage of the various crops cultivated?
9	Do you have fallow land?
	NATURAL CAPITAL
Y	Gathering and Hunting
1	Any forest in the area?
2	What products do you gather from the surrounding area (timber, medicinal plants etc.)
3	What type of water bodies are available? (stream, river, pond, dam, etc.)
4	What is the distance to the water body?
5	Do you or any member of the community hunt for wildlife? (yes or no)
6	What type of meat do you get from hunting?
	PERCEPTION AND EXPECTATIONS

Z	Perception of GCK Project
1	What is your impression of the GCK Project working in this area?
2	What is your view about the GCK Project's local employment policy?
3	Are there any household members directly employed by the GCK Project or a contractor?
4	What is the GCK Project currently doing that you think is beneficial to the community?
5	What is your perception about the Project?
6	What informs that perception?
7	How would rate the level and quality of engagement with GCK Project?
	GENDER CONSIDERATIONS
AA	Perception of Gender Considerations
1	Are there major gender role differences in the household?
2	What are most common household activities by gender?
3	Who has control of the household spending and savings in the household?
4	Do women have equal access to education?
5	Do women have equal access to employment opportunities with the GCK Project or the Project?
6	Is there anything preventing women from employment with the GCK Project or Project contractors?

Appendix 2: Structure for Subproject RAPs

Summary

Preamble

Proponent's Commitment

1. Introduction
 - 1.1 Purpose of the RAP
 - 1.2 Format of the RAP
 - 1.3 Project Background
 - 1.4 Project Components
 - 1.5 Description of Works
 - 1.6 Projected Impacts
2. Institutional & Legal Framework
 - 2.1 International Best Practice
 - 2.2 National Institutional Framework
 - 2.3 Rwandan Legal Framework
 - 2.4 International Standards & Guidance
 - 2.5 Project Policies
 - 2.6 Gap Analysis of National Law and World Bank Standards
3. Stakeholder Engagement
 - 3.1 International Best Practice
 - 3.2 Stakeholder Engagement Plan (SEP)
 - 3.3 Key Stakeholder Engagement Objectives
 - 3.4 Identification of Stakeholders for the Project
 - 3.5 Public Consultation to Date
 - 3.6 Future Stakeholder Engagement
 - 3.7 Communication Plans
 - 3.8 Stakeholder Consultation and Disclosure Schedule
 - 3.9 Reporting and Evaluation
4. Baseline Data Collection & Analysis
 - 4.1 International Best Practice
 - 4.2 Initial Baseline Data Collection
 - 4.4 Household Surveys
 - 4.5 Focus Group Sessions
 - 4.6 Key Person Interviews
 - 4.7 Analysis of Baseline Data
 - 4.8 Thematic Mapping
 - 4.9 Analysis of Socio-economic Survey
 - 4.10 Analysis of Asset Survey
 - 4.11 Further Survey Work and Analysis
 - 4.12 Project Database
5. Identification of Project Impacts
 - 5.1 International Best Practice

- 5.2 Physical Impact of the Project
- 5.3 Identifying Project Impacts
- 5.4 Project-Affected Households
- 5.5 Project-Affected Public Infrastructure & Facilities
- 5.6 Project-Affected Businesses
- 5.7 Efforts to Minimise Project Impacts

- 6. Compensation Framework & Assistance
 - 6.1 International Best Practice
 - 6.2 General Principles
 - 6.3 Eligibility
 - 6.4 Entitlements
 - 6.5 Household Sign-Off & Moves

- 7. Livelihoods and Community Development
 - 7.1 International Best Practice
 - 7.2 Livelihood Program Approach
 - 7.3 Livelihood Needs Assessment
 - 7.4 Livelihood Program Components
 - 7.5 Livelihood Program Management & Partnership
 - 7.6 Local Employment and Procurement
 - 7.7 Community Development Plan

- 8. Temporary Hardship and Vulnerability
 - 8.1 International Best Practice
 - 8.2 Vulnerability
 - 8.3 Vulnerability in the Project Area
 - 8.4 Temporary Hardship Assistance

- 9. Protection of Cultural Heritage
 - 9.1 International Best Practice
 - 9.2 Cultural and Religious Heritage
 - 9.3 Chance Finds

- 10. Grievance Procedures
 - 10.1 International Best Practice
 - 10.2 Grievance Procedure
 - 10.3 Compatibility with National Legislation & Grievance Mechanisms
 - 10.4 Record Keeping and Reporting

- 11. Monitoring, Evaluation and Reporting
 - 11.1 International Best Practice
 - 11.2 Project Approach
 - 11.3 Monitoring & Evaluation

- 12. Organisational Framework
 - 12.1 International Best Practice
 - 12.2 Institutional Roles & Responsibilities

- 12.3 Project Specific Committees
- 13. Resettlement Budget and Implementation Schedule
 - 13.1 Best Practice Guidance
 - 13.2 Project RAP Budget
 - 13.3 Implementation Schedule
- 14. Change Management
 - 14.1 Introduction
 - 14.2 Further Steps in RAP Development
 - 14.3 Further Iterations of the RAP

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