

Process Framework

Rwanda Wildlife Conservation Bond (P505213)

Rwanda Development Board and African Parks,

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Abbreviations

| | |
|--------|---|
| CIF | Climate Investment Funds |
| ESF | Environmental and Social Framework (World Bank) |
| ESS | Environmental and Social Standard (World Bank) |
| GEF | Global Environment Facility |
| GRM | Grievance Redress Mechanism |
| ha | Hectare |
| HWC | Human Wildlife Conflict |
| IPF | Investment Project Financing (World Bank) |
| LAFREC | Landscape Approach to Forest Restoration and Conservation project |
| NBS | Nature-Based Solutions |
| NTFP | Non-Timber Forest Product |
| RDB | Rwanda Development Board |
| REMA | Rwanda Environmental Management Authority |
| SEP | Stakeholder Engagement Plan (for the project) |
| SLM | Sustainable Landscape Management (Rwanda) |
| TRS | Tourism Revenue Scheme (Rwanda) |
| WRI | World Resources Institute |

1. Introduction

The Rwanda Wildlife Conservation Bond project will provide grants towards priority investments and mobilise finance from investors to protect endangered chimpanzee populations and restore ecosystems in two of Rwanda's four national parks. The two parks are expected to receive donor funds provided by the Global Environmental Facility (GEF), Climate Investment Funds (CIF) and World Resources Institute (WRI) if the project achieves the defined conservation and restoration targets. The grant agreement was entered between the World Bank and two executing agencies who will implement project activities: i) the Rwanda Development Board (RDB)(for Gishwati-Mukura National Park) and ii) African Parks¹ (for Nyungwe National Park).

The World Bank's Environment Department's project team will manage the project in accordance with the World Bank Investment Project Financing (IPF) policies and procedures. The World Bank project team will provide implementation support to the two park's defined activities to monitor and assess project progress and results, manage risks to successful project implementation, and address implementation issues, including environmental and social requirements under the World Bank Environmental and Social Framework (ESF).

The Wildlife Conservation Bond balances the need to enhance the conservation areas to enable protection of chimpanzee with approaches which addresses the pressure on natural resources from surrounding communities. It will build in the efforts already under implementation by RDB and African Parks in the respective national parks but requires enhanced and active management of environmental and social risk and impact which reflects the Rwandan context.

This Process Framework was prepared by the two executing agencies in accordance with requirements under Rwanda's legal framework and regulations, and the World Bank ESF, specifically standard 5: *Land Acquisition, Restrictions and Land Use and Involuntary Resettlement*. Environmental and Social Standard 5 (ESS5) under the ESF outlines specific requirements where *legally designated protected areas, forests, biodiversity areas or buffer zones are established* in relation to a World Bank supported project. The Process Framework is required for the project because it includes support to develop of and implementation of chimpanzee action plans. These action plans are anticipated to identify priority areas in the parks' declared buffer zones where there are existing green areas which can act as steppingstones to establish corridors that promote habitat connectivity to protect the globally significant and viable chimpanzee populations. The areas that may be considered under the chimpanzee action plans are currently mostly small stands of natural vegetation on rocky outcroppings or strips of forests along the valleys and waterways. Specific priority areas and scope of expanded conservation are yet to be identified.

¹ African Parks, an NGO, holds an agreement with the government of Rwanda to manage Nyungwe National Park 2020-2024.

The Process Framework therefore establishes a participatory and consultative process by which key stakeholders and communities work with the executing agencies to agree to potential conservation plans and associated restrictions in the buffer zones. The key stakeholders and people affected by restrictions will work with the executing agencies to identify mitigation measures which will ensure successful outcomes to avoid any adverse impact on communities and individual households.

Upon completion of the chimpanzee action plans and identification of priority areas, the executing agencies will develop Process Framework Action Plans which will be approved by the World Bank prior to any implementation of potential restrictions. The Process Framework Action Plans must be adequately prepared and resourced, as an integral part of project planning.

This Process Framework includes:

1. A review of the legal framework and related requirements.
2. Potential adverse impact from conservation expansion of restrictions in the buffer zone, including criteria for eligibility of affected persons.
3. Stakeholder engagement process and development of Process Framework Action Plans.
4. Potential project funded livelihood measures to address impact.
5. Project management of conflicts and grievances.
6. Administrative and institutional procedures to implement the Process Framework and related Action Plans.
7. Monitoring arrangements for potential Process Framework implementation.

The Project will not fund law-enforcement related activities, nor will there be any changes to the declared park area during the project implementation period. For both parks, clear boundaries and buffer zones are declared by law.²

The Process Framework does not guide any physical resettlement within the protected core areas of the respective parks, specifically as relevant to Gishwati Forest where a separate compensation process is underway contemporaneously with the Wildlife Conservation Bond preparation. Gishwati-Mukura National Park was formed by the law N^o. 45/2015

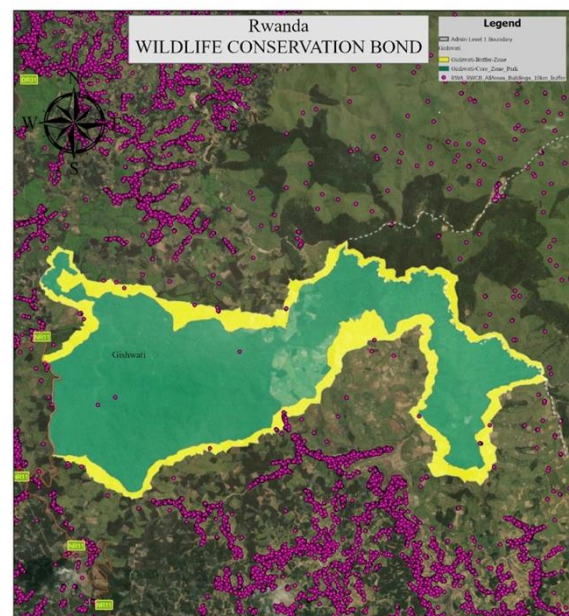


Figure 1: Map of Gishwati Mukura National Park with Pink Identification of Built Structures

² Nyungwe and Gishwati Mukura National Parks boundaries were both clarified in the Ministerial Order n^o 003/MoE/24 of 25/10/2024. The exact boundaries for the two protected areas are annexed to the Official Gazette.

Nyungwe National Park has had protected status as a forest reserve since 1933 and was officially gazetted as a National Park in 2004 covering 101,900ha. The buffer zone is gazetted as of 10,085ha. Gishwati Mukura Forests were established as a National Park in upon which RDB assumed management.

and gazetted February 2016. The compensation has been necessary, given that following the 1994 Genocide against the Tutsi population, a large section of Gishwati Forest was cleared and cultivated. 162 agricultural plots were identified to be within the gazetted protected area and valued as per government procedure. As of mid-2025, 77 compensation payments have been fully approved, 46 are being mediated (related to compensation amounts) and 39 remains under consideration at the district level. The compensation process is expected to be completed in December 2025. The compensation process is subject to a separate compliance review to identify potential equivalence measures to be incorporated in the Wildlife Conservation Bond project to meet World Bank ESF requirements.

1.1 Methodology

The Process Framework was developed by RDB and African Parks as part of the joint preparation of the project. It was informed by discussions between the two executing agencies and the World Bank project team. The Process Framework reflects desk review of relevant information related to park management structure and development plans, Rwanda policy and legal framework and relevant academic literature.

The Process Framework builds on a community engagement process and information gathered as part of the social conflict field assessment which included an interview framework to inform this document (see Annex 2), as well as an institutional assessment of law enforcement in the two parks. Field engagements were carried out in May 2025 (see Annex 3) with the aim to generate an in-depth understanding of the sources and dynamics of social conflicts related to conservation, and the executive agencies management. This engagement included 18 interviews with key stakeholders and focus group discussions. Interviews were conducted with cooperative leaders, community leaders, a local opinion leader, and staff from both executing agencies involved in community conservation and law enforcement. A total of six focus group discussions were carried out with members of local cooperatives whose livelihoods were previously dependent on forest resources. The focus group discussions included discussion of perceptions of conservation-related restrictions and interactions with conservation authorities. approach allowed for a grounded interpretation of how conflicts are perceived, experienced, and addressed by different actors.

1.2 Project Design

The protected areas supported under the project are the only parks in Rwanda that are home to endangered eastern chimpanzee populations. These chimpanzee populations are globally significant and are pillars to ecosystem integrity in the region, beyond Rwanda across the entire Congo-Nile Divide.

Gishwati Natural Forest is 1,440ha and Mukura National Forest is 1,988ha. The buffer zone for Gishwati Mukura is 1234ha (511ha are for Gishwati buffer zone and 723ha are for Mukura buffer zone).

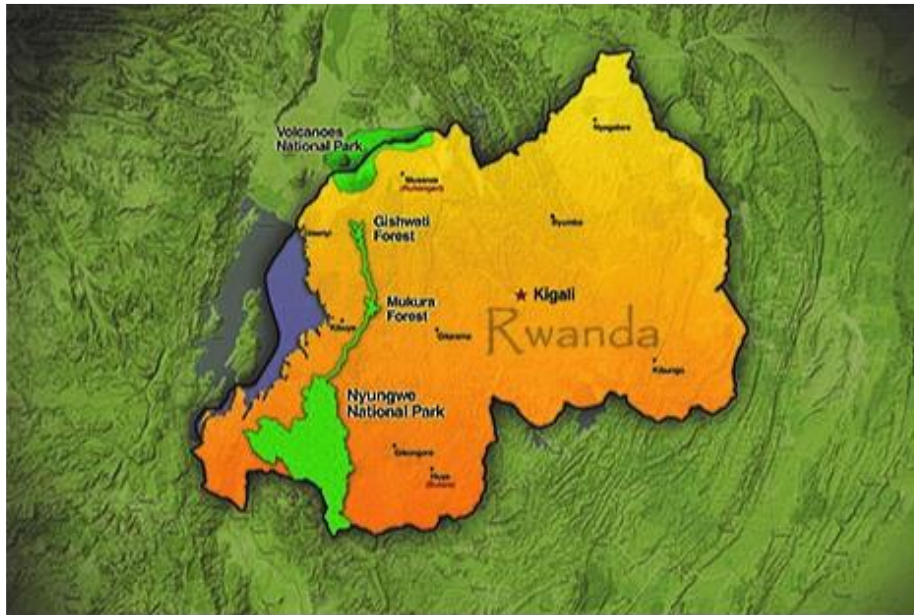


Figure 2: Rwanda map of location of Nyungwe National Par and Gishwati-Mukura Forests.
Source: *rwandawildlifesafari*

Gishwati-Mukura has prior experience with World Bank supported projects through the GEF Landscape Approach to Forest Restoration and Conservation project (LAFREC) which was approved in 2014 and provided essential support following the establishment of the park.³ The park was designed as a UNESCO Biosphere Reserve in 2020 and provides critical habitat for chimpanzees. Gishwati-Mukura has experienced significant degradation over several decades, but since 2008 the chimpanzee population has more than doubled.

African Parks, which has managed, through Nyungwe Management Company Ltd., Nyungwe National Park since 2020, has extensive management experience with international donors as the designated management agency for 23 parks across Africa. Nyungwe National Park was declared by the German Colonial government in 1903 and was designated UNESCO World Heritage Site in 2023. Nyungwe National Park contains the largest forest expanse in Rwanda. The park consists of 1,019 km² of dense Afromontane forests, bamboo-covered slopes, grasslands, and wetlands provide vital biodiversity hotspot, including for the chimpanzee population, which is concentrated in Cyamudongo Forest (a fragmented part of the park).

The project will invest in site-based biodiversity conservation (component 1), promotion of nature-based solutions (component 2), enhance landscape sustainability and habitat connectivity (component 3), and project management (component 4). The executing agencies will work with local communities to optimise social and gender inclusion and benefit sharing to support long-term biodiversity conservation, ecosystem integrity, and livelihoods objectives.

³ Prior to the formal declaration of the park, it was expanded from the core forest of 610ha to 1440 ha. It had been 70,000ha 1930 and 28,000ha in 1960 (ESMF for LAFREC, 2014). LAFREC supported park restoration efforts and investments in community livelihoods in the areas surrounding the park (e.g. agroforestry, silvo-pastoralism).

The project provides US\$9mill to fund the following project components:

Component 1: Enhance Biodiversity in National Parks

The component will fund conservation activities inside the declared areas of the Gishwati-Mukura and Nyungwe National Parks, including development and implementation of site-specific five-year chimpanzee and biodiversity conservation strategies (ref. to component 3 for related investments in buffer zones). The conservation strategies will be based on best practice, focusing on habitat and biological management, promotion of human wildlife co-existence, community empowerment, and robust monitoring protocols. Investments include, for both parks, i) additional conservation staff, training and capacity building ii) rehabilitation of disturbed areas (planting), trail development and improved boundary demarcation, and iii) biodiversity survey and baselines.

Component 2 – Promote Nature-Based Solutions (NBS)

NBS investments will be guided by Rwanda’s Sustainable Landscape Management (SLM) framework which was recently approved. Specific efforts will target beneficiaries who are at risk of natural hazards and have limited connectivity to a nature-based economy. This will include capacity building and improving NBS awareness, along with increasing access to financing for diversification of revenues for local communities and businesses. NBS efforts will include support to activities related to development or improvement of the management, restoration, conservation, and sustainable use of natural resources (natural trees, Non-Timber Forest Products (NTFPs), wildlife, fish resources, wetlands, etc.) in community areas or buffer zones. Investments will include capacity building efforts will support nursery management, tree planting, wildlife management to promote human wildlife coexistence and climate smart agriculture.

Component 3 – Enhance Landscape Sustainability and Habitat Connectivity

The component objective is to implement Rwanda’s SLM framework at a landscape level (outside the protected areas). Investments will be provided for in priority areas identified in management and action plans to improve protected area connectivity, securing corridors and steppingstones. These are currently small stands of natural vegetation on rocky outcroppings or strips of forests along the valleys and waterways. This component will include significant coordination and collaboration, at community, regional and national levels, to strengthen engagement and enable linkages with other relevant projects.

Component 4 – Project Management

This component will support project management activities to ensure cost-efficient, timely, and quality delivery of project activities and results, including implementation of environmental and social requirements, monitoring and evaluation and project reporting. RDB and African Parks will have project staff dedicated to this operation.

1.3 Project Context

The steep terrain and high population density (highest density in sub-Saharan Africa) make sustainable land and landscape management strict necessities for Rwanda's natural-resource-dependent sectors. Only about half the land is arable and 3.8mil individual famers base their livelihoods on average 0.4ha land (77% own less than 0.5ha).⁴ According to RDB, agriculture employs 65% of the population, but due poor crop production and animal husbandry practices, the country continues to face land pressure with increasing risk of encroachment on and crop expansion on marginal land, which in turn risks conflicts over land and resource utilisation around protected areas.

Rwanda lost two thirds of forest cover in the 50 years since the 1962 independence but embarked on an ambitious program to reach 30% forest cover by 2020.⁵ According to the Rwanda Environmental Management Authority (REMA) forest cover is now at 30.4%; about half constituting plantations, 18% natural mountain rainforests and 22% wooded savannah.

Under the Rwandan legal framework applicable for protected areas, communities are prohibited from entering the parks without permission or exploitation of any natural resources within the declared boundaries. Activities allowed within protected areas relate to tourism (e.g. tracks, trails, accommodation), research and activities which provide protection of biodiversity.⁶ Both parks are working on mitigating conflicts and reducing tensions in relation to conservation, in particular Human Wildlife Conflicts (HWC). While communities may violate the strict prohibitions, both parks report reduction in incidents, e.g. a significant reduction in snare confiscation as a result of a dual approach of community engagement and enforcement Nyungwe National Park.

The government Tourism Revenue Sharing (TRS) scheme requires that 10% of the park revenue supports community development projects and 5% into the compensation of HWC losses in the communities within the vicinity of protected areas. The revenue sharing scheme has been in place since 2005 and play an important role in support to communities. TRS is managed by RDB and supports local government priority investments such as construction of schools, clinics, and water systems and improved agricultural production.⁷

Both park agencies engage frequently in weekly village meetings, Inteko z'Abaturage, to involve communities in conservation measures and sanctions for poaching, procedures for registering complaints, roles of community members in protecting park resources, and modalities for accessing park benefits.

⁴ National Institute of Statistics Rwanda, Agricultural Household Survey, 2020.

⁵ Environmental and Social Management Framework for LAFREC, 2014.

⁶ The Rwanda Protected Areas Concessions Management Policy (2013) limits utilisation of protected area materials to research and product development subject to permitting and defined payments (benefit sharing payments or performance-based payments).

⁷ Between 2005 and 2017 the revenue share was 5% but has been 10% since 2017. The HWC incidents are tracked by protected areas and hotspots are mapped on an annual basis for all National Parks. Prompt payment is critical for communities.

During the project preparation an institutional assessment of law enforcement for both parks were assessed and found to align with international human rights standards and follow good international practice, for example through Standard Operating Procedures, training on staff ethics and integrity and regulatory oversight for arms.

Buffer zones are governed the Rwanda Forest Authority. Besides Forest Authority managed forests, the buffer zone contains some private and community properties, forest and tea plantations.

1.3.1 Nyungwe National Park

African Parks has an established community team in Nyungwe National Park and as of May 2025 the team consisted of nine community liaison officers who live in surrounding communities. It is estimated that 600,000 people live near the park, within one hours walk constituting the target population for the community team engagement. The community team leads educational efforts and community investments defined in the Park's Community Development Strategy (3E+: Education, Engagement, Economy/Enterprise partnerships). The aim is, through improved community ownership, livelihoods and development, to build a stronger constituency for conservation. In 2024, the team lead engagements with 18,500 participants who took part in park awareness meetings. 1,500 children and local leaders visited the park, and 6,500 students were engaged in wildlife clubs.

The community team manages an existing grievance mechanism; as of May 2025, a dedicated officer has been engaged to attend to grievances and address issues related to communities and report to an oversight committee. The control room of the park is managed 24/7 and has a toll-free line which is communicated as a key point of contact. All issues are recorded in a register and reported to the park manager who may assign staff to follow up on issues, including the community team members, depending on the issue.

The park carried out a survey on community opinions in 2023/24 which found that there both communities and respondents of the survey directly benefit from the park, including direct jobs and tourism, and high scores for park engagement with the community, but also a small subset of respondents who would like the park to allow for access to resources (trees, animals and plants). The report found that almost half of the respondents in the survey felt enhanced mitigation of HWC was the main factor for future, increased support of the park (details on HWC below).⁸

Nyungwe National Park supports livelihood initiatives and development of small-scale enterprises, including cooperative development. Support has been provided to community mushroom farming, beekeeping, pig rearing, fish farming and community-based tourism. African Parks requires a 10% return of profits as part of the agreement of initial investment and

⁸ Survey Report on 2023 Constituency for Conservation Index of Nyungwe National Park, Rwanda (2024).

utilise returns to continue investments in community livelihoods. The park also ensures priority to community workers for infrastructure development and seeks to source materially locally, for example, when new park headquarters were constructed in 2023/24 and engaged 300 local workers over a 16-month period.

The park engages 92 rangers who are trained in accordance with Rwanda's legal requirements and follow standard operating procedures established by African Parks. In 2022, African Parks established a team of eco-rangers who are unarmed former poachers who have been trained to work as forest protectors. African Parks create priority areas that are under threat for protection and eco-rangers are organised in six groups with representatives from every district surrounding the park. As of 2025, the park has engaged 100 eco rangers who receive uniforms and safety equipment and are provided with a monthly allowance. They work in ten-day shifts everyone alongside the park rangers and have proven effective in the reduction of poaching. African Parks tracks the progress and are steadily finding fewer snares on patrols. Eco-rangers can train for formal park positions and gain full-time employment. African Parks' approach to protect the park is to put 40% of their effort in law-enforcement activities and 60% in community intervention, in recognition of the importance of a collaborative approach.

African Parks is engaged in forestation activities in the buffer zones, through engagement with those holding land rights (specifically the Rwanda Forest Authority as well as some private and community properties, forest and tea plantations, depending on the location). Inside the park forest projects focus on restoration of areas with invasive plants, such as pines and planting indigenous species. As part of forestation efforts, the park has supported establishment of community nurseries that can generate seedlings from authorised seed collection (which may be inside the park). As part of the Umuganda tree planting effort in Rwanda, African Parks provides around 10,000 seedlings every year for planting in the buffer zone and community areas as part of Umuganda activities take place the last Saturday of every month. Rehabilitation for natural forests inside the park engaged 1,200 people in 2024 which restored 25ha damaged by forest and reforested 31.5ha degraded areas. The campaign does not provide funding to planting on private property, but focuses on restoring degraded forest.

HWC are reported relatively frequently and those impacted are eligible for compensation through TRS. The park tracks all cases, including the location, rejection and status of resolution. The number of incidents has increased between 2019 and 2024 with over 11,000 incidents and more than RF1mill paid in compensation in 2023/2024. The parks data indicates few irregular cases, with less than 1% of claims being rejected following review.

Encroachment in the park is limited, primarily to collect honey or firewood, as well as poaching of small animals to feed families. Poaching is mainly carried out by community members for household consumption using snares to catch duikers, rats or other small animals. In the 1990s there were an estimated 3,000 people who were involved in informal mining activities. These miners were community members who did not establish residence in the park and used mining as a part time income stream to supplement farming income, commonly a week at the time. The mining activities have been progressively eliminated and when encountered, park rules are enforced by rangers. There are no known land claims to the protected areas.

1.3.2 Gishwati-Mukura National Park

GMNP has a community engagement unit led by a Community Conservation and Partnership warden who oversees a team of community conservation wardens. The team runs a community conservation program which engages stakeholders through meetings, workshops, conservation incentives (participation in restoration activities inside the park) and participation in different decision-making forums, including TRS project selection meetings. The team also works closely with local leadership in the assessment of HWC associated damage to establish value to be compensated and quarterly workshops on strategic issues (park performance, challenges).

As of May 2025, GMNP is in the process of recruiting community monitors who will serve in functions like African Parks eco ranger system in Nyungwe National Park.⁹ The community monitors will support monitoring and reporting/chasing back to the park wildlife when it crosses into community land. The monitors will also conduct community awareness and sensitisation to further promote co-existence with the park.

The LAFREC project implemented in the Gishwati-Makura landscape included various sustainable land and livelihood initiatives with communities in the park's buffer zone, including silvo-pastoralism agroforestry and forestry restoration. GMNP remains committed to support livelihoods of communities through selected cooperatives. The cooperatives supported are those whose members relied on resources from the forests prior to establishment of the park and subsequent restrictions. GMNP provides various livelihood enhancement training, equipment and support in the marketing of products. Initiatives include beekeeping, ecotourism, tree nursery development, community housing, water systems, and community market developments. Cooperatives in the buffer zone have quarterly performance contracts to enhance community awareness and conservation surveillance. These cooperatives communicate to exchange experiences through a WhatsApp group.

GMNP is in two districts which are some of the poorest in Rwanda. The park therefore has a deliberate preference of requiring preference to local community members where income earning opportunities arise. For example, in removal of invasive species in the park, replanting efforts of native species and rehabilitation of degraded areas.

A HWC assessment was carried out in 2024 related to livestock losses. The assessment found that abandoned feral dogs were found to be the culprit in 40% of all cases. HWC can be contributed to the fact forest fragments and the lack of connectivity between the Gishwati and Mukura forests, the small size of the park and its irregular shape with many forest plantations in the buffer zone. The assessment found that there was fairness in the compensation program, but all felt there could be increase in the in compensation for impact and support for preventive measures.

⁹ This initiative is supported by African Wildlife Foundation.

GMNP received reports of community grievances through local leaders or in engagements but does not have an established grievance mechanism. GMNP will systemise the approach for feedback and resolution as part of the project engagement (ref. Chapter 6).

2. Legal Framework

Rwanda has a strong legal and institutional framework protecting citizens in case of expropriation and approach for fair compensation and valuation. The Constitution affirms the right to hold property, individually or collectively, and declares that this right may not be encroached upon except where in the public interest (Art. 34), and only then were subject to fair and prior compensation¹⁰. The Constitution furthermore enshrines the right to participate in government and development processes (Art. 27, Art 48). And it requires respect of public properties (Art. 32). However, there is no explicit legislation, guidance or policy covering restriction of access to resources, informal actors or livelihood restoration measures. The legal framework for land management is reflected in the following laws:

The Law Governing Land (Law N° 27/2021) provides the framework for all acquisition, registration, allocation, possession, transfer, management, and use of land in Rwanda. Land may be held in freehold or lease (not exceeding 99 years) and must be registered (Art. 18). Any transfer of land is subject to consent by all persons registered on the title. Land rights holders have an obligation to provide for servitudes (Art. 45). Land rights acquired through fraudulent means will not be considered (Art. 52). The Law grants individuals the right to fully enjoy their land, including ownership of property on it, while natural resources remain under state control.

The Law Relating to Expropriation in the Public Interest (Law N° 32/2015) stipulates that the application for expropriation in the public interest shall include the following information:

- Paragraph 4: requirement that the project has no detrimental effect on the environment.
- Paragraph 7: requirement that the concerned population is sensitized on the project and its importance.
- Paragraph 8: requires a study indicating the impacts on living conditions of the persons to be expropriated.

The **Rwanda Land Policy (2004)** calls for rational use and sound management of national land resources and be based on master plans. The policy also provides development of land use plans based on suitability of the areas/lands thus distinguishing the different categories of land and their purpose. The **National Law Use and Development Master Plan (2020-2050)** seeks to

¹⁰ The Law Establishing and Organising the Real Property Valuation Profession (Law No 17/2010) defines fair and just compensation to affected persons.

enhance the preservation of natural forests, protect existing plantations, use tree planting to protect high slopes against erosion. The Plan notes pressure on conservation and natural resources but emphasises that protected, and conservation areas are key to reaching Sustainable Development Goals.

For protected areas, the key laws are:

The Organic Law on Protection, Conservation and Promotion of the Environment (Law N° 04/2005) prohibits destruction or sale of protected species (animals and plants) or damage to habitats, including the prohibition against tree felling in protected areas or forests (Art. 94). Punitive actions for environmental destruction, including of protected species or areas, are defined in Chapter II of the law: offenders risk imprisonment (two months to two years) and fines (RF300,000 to RF2 mill).¹¹ The objective of the law is to:

- To protect human and natural environment.
- To establish fundamental principles of management and protection of environment against all forms of degradation to develop natural resources and to fight all kinds of pollutions and nuisances.
- To improve the living conditions of the population while preserving ecosystems and available resources.
- To ensure sustainable environment and resources as well as rational and sustainable use of resources, considering the equality between the present and future generations.
- To guarantee to all Rwandans an economically viable, ecologically rational and socially acceptable development.
- To establish the precaution principle to reduce the negative effects on environment and ensure the rehabilitation of degraded areas.

The Law Governing Biological Diversity (Law N° 064/2021) sets out the requirements for establishing national conservation areas and parks (Chapter II) but does not define other types of conservation protections or limitations on development. It requires the responsible agencies to, amongst other issues, *develop mechanisms for community involvement in conservation and benefit sharing from biological diversity and wildlife resources* (Art. 11).

The **Law on Compensation for Damages Caused by Animals (Law N° 26/2011)** and **Law on Special Guarantee Fund for automobile and damages caused by animals (Law N° 52/2011)** defined the right to compensation to for damage. Money for compensation is provided by RDB through a five percent allocation from the TRS. A criterion for calculating the compensation has been set and as well as the wild animals whose damage is liable to compensation.

The **Rwanda Wildlife Policy (2013)** includes policy goals to enhance co-existence of people and wildlife and enhance the ecological security through enhanced buffer zone definition and

¹¹ The applicable penalties are further detailed in the Law Governing Biological Diversity (Law N° 064/2021).

recognises the importance of community livelihoods. Under Goal 3, the Policy seeks to: *Strengthen the ecological security and functioning of National Parks through the designation and establishment of buffer zones, migratory corridors and wildlife dispersal areas.* Under Policy Goal 4, the Policy seeks to *Establish and support management arrangements for protected areas through formal agreements as a viable approach to the management of protected areas and/or other categories of conservation areas, corridors and buffer zones.* The policy also defines Community Conservation Areas as: *an area in which individuals who have property rights on land may carry out activities for the sustainable management and utilisation of resources without adversely affecting the resources and in which area the state may prescribe land use measure.* The policy did not set any further definition on such areas, priorities or further goals to increase community conservation.

The **National Biodiversity Strategy and Action Plan (NBSAT) (2016)** outlines causes and consequences of biodiversity loss and sets 19 targets. It emphasises the need for equitable benefit sharing and need for partnerships, including with local communities. It notes that the objective of NBSAT is for preservation of biodiversity is carried out in a *sustainable manner for reaching socio-economic development of the nation and ensuring better livelihood of Rwandans.*

The **Rwanda Protected Areas Concessions Management Policy (2013)** enabled community managed conservation in or adjacent to a protected area, or to joint community / private sector partnerships. The policy also outlined the government priority in seeking to enable direct community development and employment creation in conservation for community members in areas surrounding protected areas, e.g. through tourism services. **Ministerial Order (N° 006/MOE/24) governing the Community Committee for a national park or state-owned nature reserve** defined a Community Committee as a committee of local residents in areas around protected areas that will act as liaisons between park authorities and community members. The Community Committees are to work to resolve disputes and carry out conservation awareness campaigns.¹²

Buffer zones are established in relation to the establishment of the protected areas (see above: Law Governing Biological Diversity (Law N° 064/2021)). The **Ministerial Order (N° 005/MOE/24) on determining the size and management of a national park or nature reserve buffer zone** may be used to declassify prior protected area to buffer zone (e.g. where land has been invaded). It requires informed engagement with communities and concerned stakeholders to establish the zone (Art. 4), which should be at least 100 for national parks (Art. 5). The establishment of the buffer zone should take in livelihood dependency in the area and biodiversity values (Arts. 7, 8). The Order requires a management plan to be established for the buffer zone, led by a public institution within natural resource management (in practice, this is currently the Rwanda Forestry Authority).

The **World Bank's ESS5** defines restrictions on land use as limitations or prohibitions on the use of agricultural, residential, commercial or other land that are directly introduced and put

¹² Instructions for establishment of the Community Committee structures is still being defined by RDB as of May 2025 and Community Committees are therefore not established yet. However, it is expected the Community Committees can play a critical role in engagement under the project.

into effect as part of the project. World Bank supported projects are required to identify adverse impacts which arise from restrictions, and to mitigate the social and economic impacts as an integrated part of the project design. World Bank ESS emphasises the need to apply a mitigation hierarchy to avoid and minimise adverse impact, mitigate and offset consequences from project implementation. Any impacted community, household or persons should be assisted to improve, or at least restore, their livelihoods and living standards, in real terms, to pre-impact levels or to levels prevailing prior to the beginning of project implementation, whichever is higher. The restrictions which may arise from enhanced conservation in buffer zone areas require the development of actions plans which are approved prior to the potential restrictions of access. Such action plans should be developed through meaningful and participatory consultation. Action plans must set out the specific measures taken to assist people deprived of access, funding and implementation arrangements.

For World Bank supported projects, ESS5 requirements or defined higher national requirements for management of impact, if applicable. In the Rwanda there is no explicit legal requirements related to restrictions, albeit the legal framework provides strong protections and requirements for community involvement. ESS5 will therefore provide the structure and definition of the procedures, but the Process Framework rests significantly on the Rwandan legal framework and established procedures which are relevant to ESS5 application.

3. Impact of Potential Buffer Zone Activities and Eligibility

Buffer zones are legally established as areas that will reduce HWC and are intended to be managed with natural deterrents to avoid human impact on core conservation areas in the declared parks. The buffer zones typically consist off, when effectively managed, by forest and tea plantations. For Nyangwe National Park, where conservation protections have been enforced for more than a century, this is typically the landscape in the buffer zone. In Gishwati-Mukura National Park the declared buffer zone is used for agroforestry, erosion control, and sustainable agriculture, i.e. involves patches of private ownership. However, GMNP engages communities to involve them in planning and implementation to ensure land use is compatible with conservation.¹³

Regardless of the existing buffer zone management, the priority investments which will be identified in the chimpanzee action plans may result in impact on:

1. People are residing in the area (homes and livelihoods).

¹³ In the buffer zone, it is not permitted to plant invasive trees and plants, initiate mining activities or establish settlements. GMNP works with community to engage in permitted activities: a) Green agricultural activities/smart agriculture, b) Eco-tourism activities, c) education and research activities, d) facilities to be used for tourism according to projects and drawings approved by the Authority, e) to build roads/parking according to projects and drawings approved by the Authority, f) any other activity that the Authority may consider necessary.

2. People who live outside the area, but farm in the area.
3. People who live outside the area but rely on natural resources in the area.
4. People who live outside the area but have cultural or social assets in the area.
5. Government management areas in form of the Forest Agency plantations in the buffer zones.

The impact may be on community business or cooperatives (e.g. tea cooperatives) which will be treated under subgroup #1 or #2 (residing in or farming in the area), may involve cross-cutting subgroup of households with specific vulnerabilities and could be identified in areas under direct management of the Rwanda Forest Agency.

Given that the chimpanzee action plans have yet to be developed it is not possible to determine the potential number of people who may be impacted by project activities. As part of the initiation of the chimpanzee action plans, the Terms of Reference should incorporate the ESS5 principle to seek priority areas where impact on people and community livelihoods can be avoided or kept to a minimum.

Where Forest Agency plantations are in the priority area identified in the chimpanzee action plans, the impact is expected to be positive as the executing agencies the Forest Agency have aligned management objectives, and chimpanzee action plan investments would enhance conservation measures. Any potential loss of forestry income should be reviewed by the agencies but are expected to be accepted given the government priorities associated with biodiversity conservation.

Impacts on communities are expected to be limited in regard to direct farming income as the areas for priority investments are expected to be on marginal land, centred on areas that are already excluded from farming incomes and do not include physical property. There is a minor risk that there may be people who live in the - yet to be identified - priority investment areas, but a higher likelihood that communities have attachment to or rely on natural resources derived from existing 'stepping stone' green areas identified for priority investments.

Chapter 4 outlines the requirement for participatory engagement to identify impacts and plan mitigation measures. The engagement is designed to seek to avoid and mitigate any adverse impacts. Potential impacts may include, but are not limited to:

- d.
- Loss of access to firewood.
- Loss of access to medicinal plants.
- Loss of access to areas with cultural significance.
- Loss of hunting areas.
- Loss of access to NTFPs.
-
- Loss of access to water sources.

Where chimpanzee action plans are assessed to lead to any livelihood or property loss, a Resettlement Action Plan would be required to be developed in accordance with ESS5. Therefore, the WCB will exempt inclusion of areas where the following impacts are identified:

- Loss of homes or other physical property.
- Loss of productive land.
- Loss of grazing land for household livestock.

4. Process Framework Stakeholder Engagement

The project's Stakeholder Engagement Plan (SEP) introduces the following principles for project engagement:

- *Openness and life-cycle approach*: public consultations for the project(s) will be arranged during the whole life cycle, carried out in an open manner, free of external manipulation, interference, coercion or intimidation.
- *Informed participation and feedback*: information will be provided to and widely distributed among all stakeholders in an appropriate format; opportunities are provided for communicating stakeholders' feedback, for analysing and addressing comments and concerns.
- *Inclusiveness and sensitivity*: stakeholder identification is undertaken to support better communications and build effective relationships. The participation process for the projects is inclusive. All stakeholders at all times encouraged to be involved in the consultation process. Equal access to information is provided to all stakeholders. Sensitivity to stakeholders' needs is the key principle underlying the selection of engagement methods. Special attention is given to vulnerable groups, in particular women, youth and the elderly.

The SEP further affirms efforts required for engagement including particular attention to areas where communities, households or persons might be directly affected by expected project activities. Affected parties are those who *are directly influenced (actually or potentially) by the project and/or have been identified as most susceptible to change associated with the project, and who need to be closely engaged in identifying impacts and their significance, as well as in decision-making on mitigation and management measures.*

However, it is necessary to have an explicit planning for participatory engagement in the planning of potential restrictions associated with project investments under the project developed chimpanzee action plans, as well as the definition of mitigation measures which would be acceptable to those adversely impacted. Specifically, the Process Framework Action Plan will incorporate the following steps for engagement:

Step 1: Stakeholder Assessment and Planning. To develop a process for inclusive engagement, as required in the project SEP, the facilitation teams should identify all relevant stakeholder in a comprehensive manner, seeking to understand:

- **Relative power and voice of agencies, groups and key individuals.** Identify agencies,¹⁴ groups and subgroups in the community and their key interests, relative power and influence, and potential barriers to their involvement. This identification should include any vulnerable or disadvantaged groups and those who would be potentially negatively affected by the proposed project investments (including outside groups that are adversely affected but may not officially recognised as part of the community).
- **Socio-cultural context:** customary institutions, social structures, sacred sites, and decision-making procedures, including the existing community conflict resolution mechanisms and procedures.
- **Resource rights:** formal and customary rights, as well as areas in the proposed project area which may carry a legacy of conflict. This may include existing grievances related to current land tenure and forest management.

Questions to understand stakeholder interest

- Who may be adversely impacted by project interventions?
- Who are the most vulnerable groups in the community?
- What are the specific constraints that may impact community participation? (i.e., literacy, health/physical abilities, lack of childcare for women, gender dynamics, economic status)
- Which community members regularly excluded in community process?
- Who will strongly support project interventions and why?
- Who will oppose project interventions and why?
- What are relevant power dynamics that the project should diligently manoeuvre and how?
- Which cultural values and perceptions are important to incorporate in implementation?

Based on the stakeholder assessment, the executing agency will identify and affirm with the community, acceptable and inclusive representation of views in the steps below. I.e. communities may affirm engagement through elected representatives, through large community meetings or a combination of approaches. The executing agency must ensure that the engagement process is inclusive of views identified in the stakeholder assessment.

Step 2: Community buy-in. Communities should be approached in the spirit of constructive collaboration and have clearly explained the rationale of the project's purpose, activities, potential benefits, and potential impacts. This may require several engagements to ensure that all representatives and those potentially impact have been appraised of the initiative, including separate consultations with women and vulnerable groups, with methodologies that address specific vulnerabilities and needs. These engagements should take place in the communities. The introduction should include a presentation of the environmental and social management of the project, including key Process Framework requirements. A series of engagements should be concluded with a formal introduction in a larger assembly where the responsible executing agency seeks the community approval of investments, acceptance of restrictions and proposed package of mitigation measures (see next chapter) which addressed the expected impact (ref. step 4 below).

¹⁴ The Rwanda Forestry Authority is a critical stakeholder as the Agency is providing oversight of buffer zone management.

If there is significant opposition to the priority investment proposed, the project should identify alternative locations for the priority investments and not engage in further development of the Process Framework Action Plan and implementation.

There is a new legal framework to establish Community Committees which work on conservation priorities in partnership with park management as well as the opportunity to establish Community Conservation Areas.¹⁵ Ref. to Ministerial Order n° 006/MOE/24 governing the Community Committee for a national park or state-owned nature reserve described in Chapter 2.

- The modalities of Community Committees are still under discussion and will follow guidance by RDB. Committees may play an important role in buffer zone conservation areas and should establishment or collaboration with Committee Committees should be carefully considered.
- Communities may opt to establish formal Community Conservation Areas, but this will require collaboration with government agencies and not be led by the executing agencies as they do not have jurisdiction in the buffer zones.

Step 3: Participatory Planning. The executing agency will facilitate participatory engagement with the legitimate representatives identified in Step 1 and affirmed through the initial community engagement. This must consider the inclusion and specific needs to ensure representation of women or vulnerable groups.

The purpose of the participatory planning is to review the chimpanzee action plan's proposed area management and establish who may be impacted by the chimpanzee action plans proposed investments. The participatory planning step should result in preliminary agreement to proposed investments, which may include alternatives (e.g. changes to proposed areas, proposed livelihoods which may continue following conservation restrictions etc.)

The participatory planning process must map existing land and resource utilisation which will be impacted (note: some utilisation may be feasible to continue unabated), people with land or resource rights who would be impacted and the scale of impact, identify specific approaches to manage land sustainably, and potential resource conflicts and ways to balance interests. Specifically, the planning process should identify:

- Formal and customary tenure arrangements,¹⁶ including a list of individuals/households or businesses impacted to be able to establish list of:

¹⁵ The Community Committees and Community Conservation Areas are still relatively new concepts in Rwanda and the prior practice and legal framework has focused on government management which had limited involvement of communities in conservation. Prior management by communities were dismissed to enhance unity and thus approaches favoured centralisation. This approach has been revised in recent years. Ref. Bromley et. al., Community Conserved Areas: A review of status and needs in selected countries of central and eastern Africa (2007).

¹⁶ This process should include a participatory mapping of current land use and tenure rights.

- People are residing in the area (homes and livelihoods).
- People who live outside the area, but farm in the area.
- People who live outside the area but rely on natural resources in the area.
- People who live outside the area but have cultural or social assets in the area.
- Physical cultural heritage sites (e.g., graves, monument).
- Cultural or religious traditions that are dependent on use of land or resources in the area (e.g., sacred natural sites, ceremonial areas, or sacred species).
- Ideas and recommendations for activities to mitigate any adverse impact.

The participatory planning may include workshop, walk-throughs, consultations with leaders, focus groups and surveys but should be organised in a manner acceptable to the community. The executing agency should facilitate a solution-oriented approach which would be acceptable to the community.

The participatory planning findings and recommendations should be validated through consultation with local government and community leaders. This verification must serve to also affirm the identified list of people impacted.

Step 4: Identification of people impacted, their potential losses, and preferred mitigation.

The executing agency should, through a survey interview with the identified impacted individuals/households or businesses, map the loss resulting from the proposed restrictions and identify preferred mitigation measures. The surveys must reflect all heads of households' opinions. A simple survey template is provided in Annex 1. Mitigation measures may have been identified through the participatory planning (step 2) – in such cases, the package of mitigation options should be presented to the relevant household and preferences obtained. Where a package of measures is not yet defined, those with identified impact must be consulted for preferences subsequently.

4.1 The Process Framework Action Plan to Potential Manage Impact

The relevant executing agency will, based on the stakeholder engagement, develop a Process Framework Action Plan which details the engagement process and related findings, identifies the impact and mitigation measures, implementation arrangements and monitoring. The Process Framework Action Plan must include the nature and scope of any restrictions, their anticipated social and economic impacts, and the people eligible for assistance. It must further include measures which involve the community in a meaningful manner in the implementation of the defined actions and the specific measures to mitigate the impact. The Process Framework Action Plan specifies the agreed timing of the imposition of restrictions and describes the scope of and methods for monitoring the extent and the significance of adverse impacts and the effectiveness of measures designed to assist the those impacted and maintain the sustainability of the conservation area. The following is a generic outline of the Process Framework Action Plan:

- Description of agreed restriction with extent and time frame.
- Boundaries of the access restricted land/resources and level of agreed restrictions.
- Background of the socio-economic status of the community.
 - Detailed description of social and economic impacts (household, business, individual level – informed by survey in Annex 1 which establishes simple baselines).
- Impact mitigation measures to assist those impacted with time bound commitments, budget and financial sources, including special measures concerning women and vulnerable groups.
 - Choice of mitigation measures at household, business, individual level.
- Roles and responsibilities to effectively implement the defined actions.
- Grievance Redress Mechanism.
- Monitoring and evaluation arrangements to ensure to intended outcomes, including community and local government involvement in monitoring.

The draft Process Framework Action Plan will be presented to the community and measures affirmed following the participatory approach agreed in step 2. The Process Framework Action Plan is required to be approved by the World Bank.

5. Livelihood Measures

Specific measures to mitigate potential adverse impact will be identified with the community, as set out in Chapter 4 as part of the participatory engagement approach. However, the package of feasible livelihood mitigation measures should build on the existing experience with livelihood investments that are already provided by the executing agencies, including job opportunities within the project or in the park structures (temporary or permanent), training opportunities within the project or existing programs (by park or government agencies) and livelihood investment programs provided under the project.

As part of the assessment of the priority areas and through the participatory engagement, the executing agencies should seek to establish conservation measures which may allow for a continued, managed access for community members in a manner which would not impact the intended conservation priorities. Mitigation measures should, as a priority replace the loss with a similar measure:

- .
- For loss of access to firewood, alternative firewood collection area or provision of equipment using different fuel.
- For loss of access to medicinal plants facilitate alternative access or support local production of desired plants.
- For loss of access to areas with cultural significance consider acceptance of moving such areas or facilitate continued access under certain guidance to avoid the loss.
- For loss of hunting areas consider alternative areas, investment in enhanced livestock production.

- For loss of access to NTFPs consider the viability of continued facilitated access, production of NTFPs elsewhere.
- .
- For loss of access to water sources facilitate continued access, piped network investments, drilling of wells.

Where a potential loss cannot be mitigated in part or in full of a similar measure which provide adequate replacement of the loss, alternative livelihood measures must be provided which are acceptable to the community impacted and by the individual people/households experiencing the adverse impact. As noted above, this may be through existing project or executing agency measures which are already budgeted or be activities which require additional investment in livelihood replacement. Any additional measures not already part of the budget for the project must have a defined budget outlined in the Process Framework Action Plan for the investment which identified dedicated funding for such measures as an integral part of the implementation. It is anticipated that replacement livelihoods can include:

- Training in alternative livelihoods, such as business development, tourism guide, cook, alternative production measures, ranger or similar which provides feasible job prospects in the area.
- Investment in small scale business development, alternative agricultural products, livestock, tourism hospitality or similar.
- Provision and facilitation of temporary or permanent jobs within the project, in government agencies, private business etc, e.g. preferential treatment of community members in existing opportunities.
- Opportunities related to potential co-management of the priority investment areas.

The package of mitigation measures must take into consideration vulnerabilities assessed among those impacted to ensure that impacts can be effectively mitigated.

6. Conflict and Grievance Redress Mechanism

Potential conflict and grievances will be dealt with through preventive measures and a redress approach should issues occur.

The proactive approach is set out in the SEP and the participatory negotiation of potential restrictions (ref. Chapter 4). The measures include disclosure of project information, criteria for the assistance provided (and ineligibility), opportunities in the project and continued community engagement and education programs by the executing agencies. As part of the proactive engagement, executive agencies are responsible for informing stakeholders about the existence and function of the Grievance Redress Mechanism (GRM).

Where concerns are not prevented with proactive measures, issues can be reported through the GRM. The project has adopted the African Park's existing GRM¹⁷ which provides an accessible, transparent and timely approach to facilitate resolution. The purpose of the GRM is to receive and address feedback, complaints, or grievances from external stakeholders relating to the impacts of protected areas and projects, actions by employees or authorised agents.

It is preferred that issues are addressed at the lowest possible level and at an early stage to avoid escalation of concerns. This means that in the implementation of the Process Framework, that issues may be reported verbally as part of the participatory engagement (ref. Figure 2). Where issues pertain to conflicts related to land use and management that cannot be resolved by the project, the Rwanda Land Administration and Use Authority will be engaged.

The GRM guides a comprehensive approach for the lodging and processing of grievances, problem-solving, and the communication of remedies. It is not intended to replace other dispute resolution processes (e.g. mediation) or reporting mechanisms (e.g. Use of Force). Neither does it take away the complainant's right to seek legal redress.

Affected persons and other interested stakeholders may raise a grievance at any time. Channels and contact information for reporting to the mechanism must be made publicly available. Stakeholder sensitisation on the GRM should be conducted through each calendar year as part of on-going outreach efforts, including posters, radio broadcasts, and public meetings. Ensuring that all stakeholders are aware of these channels is a key part of ongoing stakeholder engagement.

The GRM includes the following key components:

a. Lodging a Grievance

Multiple Channels: Stakeholders have various ways to lodge grievances, including:

- Digital platforms (WhatsApp, email, park's tollfree hotline – 8006, and third-party managed platforms).
- Physical channels (sealed letterboxes and local toll-free lines at the park).
- Verbal submissions (through community development staff, local leaders, or park management).

¹⁷ RDB will establish these procedures during the project initiation period.

b. Grievance Review Process

Recording and Acknowledgment: All grievances are logged and assigned a reference number for tracking. Complainants will receive an acknowledgment within ten business days, outlining the next steps.

Eligibility Assessment: Once a grievance is lodged, it is reviewed for eligibility:

- **Sensitive Grievances:** These include serious issues such as human rights violations and are escalated to the Head Office Grievance Committee. If the grievance involves human rights issues or policy violations, it is investigated by the Head Office Grievance Committee. These cases may be referred to judicial authorities or external bodies for independent investigation if necessary.
- **Non-sensitive Grievances:** These are typically local issues like resource access or human-wildlife conflict and are addressed at the park level. The Park Grievance Committee handles investigations by verifying claims, such as assessing damages in human-wildlife conflict cases. The committee develops an action plan, defines the timeline, and resolves the grievance collaboratively with the affected parties.

Resolution of Claims: The grievance process includes ensuring corrective actions are taken and that a formal record of the decision and the actions taken is maintained for future reference.

Communication of Outcomes: Complainants are kept informed about the progress of their case. For eligible grievances, progress updates are provided, and a final resolution is communicated. If a grievance is ineligible, the complainant is informed and provided with an explanation.

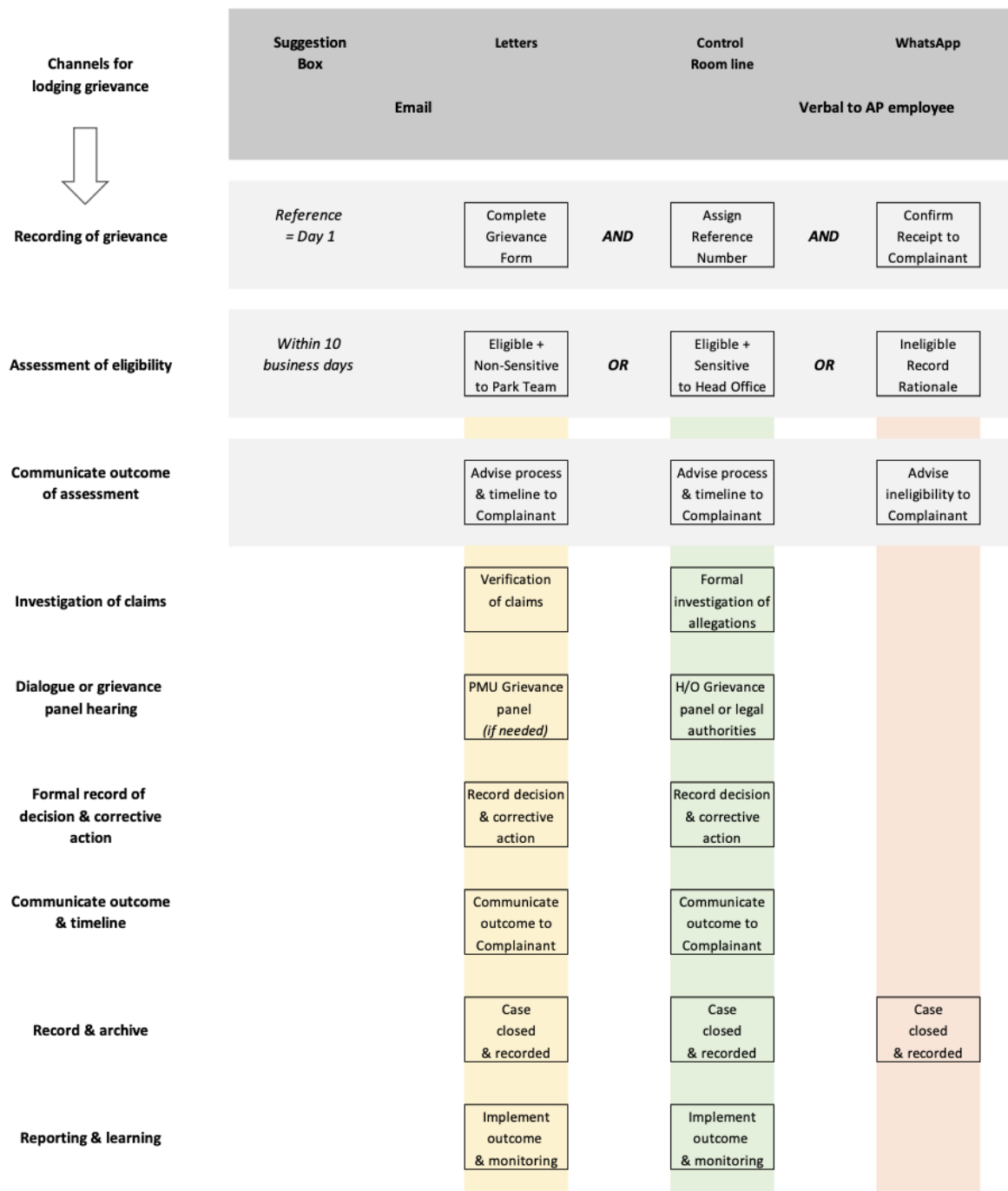


Figure 2: Illustration of GRM for the project

7. Administrative Procedures

The executing agencies will assemble teams based on the priority investments identified in the chimpanzee action plans, to implement Process Framework measures, and develop specific Process Framework Action Plans. These teams will be proportional to the scope of the proposed investments. These teams are expected to consist of project staff, park staff with technical skills

needed, RDB staff and potential consultants where investment complexity demands specialist attention. Specifically, the following approach will be used:

- Nyangwe National Park: implementation of the Process Framework will be led by the community team.
- Gishwati-Mukura National Park: implementation of the Process Framework will be overseen by the project Social Safeguards officer, in close coordination with the project Gender Specialist.

The executing agency Process Framework teams must identify, inform and collaborate with key agencies in the investment area. Engagement with key agencies is a critical part of integrating the conservation priorities in local and district planning to improve connectivity between the two protected areas. This will include:

- *Rwanda Land Administration and Use Authority and National Land Centre and Office of the Registrar of Land Titles* to obtain all relevant documentation for the area. These agencies supervise all land-related matters and evaluate all proposal related to State-owned land note also the role of the Authority in regard to potential land conflict resolution).
- Provincial, District and/or lower-level *Environmental Committees* (committees in charge of the environment conservation and protection).
- *Akarere* (district) Council and associated staff (as relevant, the district environmental, gender, social development and land officers).
- *Umurenge* (sector) Council which approves sector plans and ensure their implementation.
- *Akagari* (cell) Council which oversees community development (cell staff should include a social affairs officer).
- *Umudugudu* (village) Council, which is composed of all village residents above the age of 18, and the Village Executive Committee.

Where the Rwanda Government implements resettlement actions, the Ministry of Finance and Economic Planning (MINECOFIN) provides compensation to affected people per the legal framework in Rwanda. However, in-kind compensation and livelihood restoration is not explicitly defined by law and is therefore typically implemented by projects. For this project, it is expected that the remedial measures will be provided as an integral part of the project implementation and thus be part of measures identified in the Process Framework Action Plans. The Process Framework Action Plans will thus be implemented by the executing agencies or agencies appointed by them (e.g. NGOs).

8. Monitoring of Implementation

Monitoring of the implementation must be reflected in the regular progress reports to the World Bank, as defined in the ESCP and any additional measures set out in the specific Process Framework Action Plans.

The monitoring of Process Framework Action Plan implementation will be led by the teams established for specific priority investments as set out in Chapter 7. It is expected that facilitators engaged by the executing agencies will have residence in the nearby area to provide regular support or is enabled to have frequent visits to ensure diligent implementation (as is the established approach already by African Parks). The teams assigned to develop and implement the Process Framework Action Plan should report on progress to project management at least monthly.

The specific Process Framework Action Plans should incorporate community and local government agency involvement in the monitoring set up, e.g. through participatory monitoring. It is expected the Rwanda Forest Agency will be a key monitoring partner in all Process Framework Action Plans, as a key management agency in the buffer zones. Monitoring findings should be shared with impacted communities for verification.

The objective of the monitoring of the Process Framework Action Plan implementation is to ensure that the measures to avoid and mitigate impact are effective in restoring loss. The monitoring teams must identify remedial measures where a permanent or temporary loss is insufficiently compensated and provide remedial measures.

The monitoring must assess outcomes based on the baseline conditions establish through the participatory engagement and the survey data collected from individual households. Where many people/households are impacted, the monitoring may sample outcomes based on groups of similar impacted people/households impacted to provide a representative sample of results. Specific indicators will be outlined in the Process Framework Action Plan.

Annex 1: Sample Survey

Person conducting interview _____ (*insert name of interviewer*)

Interview ID _____ (*insert number for organisation purpose*)

Prior to conducting interview, establish the introduction provided by the person conducting the interview to explain the purpose of the interview, and next steps in the project (next steps in terms on the right to choose mitigation package, timeframe etc.).

Interview should reflect the opinion of all eligible household members, not just the head of household.

1. Location of household _____

2. Location of impact _____

3. Household members:

| # | Household member | Name | Age | Education* | Gender |
|--------------|---|------|-----|------------|--------|
| 1 | Head of household | | | | |
| 2 | <i>Other eligible household members (wives, husband of head - define)</i> | | | | |
| 3 | <i>List association to head of household e.g. children, grandparents</i> | | | | |
| 4 | | | | | |
| 5 | | | | | |
| 6 | | | | | |
| 7 | | | | | |
| 8 | | | | | |
| 9 | | | | | |
| 10 | | | | | |
| Total number | | | | | |

**Capture literacy-illiteracy and category of schooling (e.g. graduated high school)*

4. Primary source of household income _____

5. Secondary sources of income _____

6. Estimated household income _____
_____ (*define month/year*)

7. Project impact _____

_____ (detail size of
land, livelihoods, potential income loss or other, as identified in the engagement process)

8. Land tenure/resource rights _____
_____ (formal title, rental, customary rights, encroacher, other)

Where the community and/or project has already determined the mitigation measures offered, identify the household heads' preferred measures. Alternatively, the household heads should be consulted subsequently to identify measures to mitigate impact.

Annex 2: Process Framework Interview Framework

| # | Question | Explanation and source of information provided (ref. documentation if available) |
|----------------------------------|---|--|
| 1. Legacy issues | | |
| 1.1 | How was displacement of livelihoods and property managed when the park was established? | |
| 1.2 | Describe any disagreements or challenges related to enhanced protections of the park at establishment or subsequently. | |
| 1.3 | What enforcement has been required to maintain the park boundaries? | |
| 1.4 | Provide a list of enforcement records from the past four years (arrests, fines, removal of production/property or similar) | |
| 1.5 | Describe the nature of current or potential conflicts in the aim to protect the park (poaching, encroachments or other – groups exerting the threat) | |
| 1.6 | What are known conflicts in the surrounding communities that may impact park management and/or the project? | |
| 1.7 | What type of illegal activity is common in the park? (e.g. poaching of certain animals, destruction of vegetation, other) | |
| 1.8 | What are community activities allowed – formally or informally – within the park and how is this facilitated? | |
| 1.9 | Can the existing procedures and/or Code of Conduct for enforcement activities be shared? | |
| 2. Buffer zone management | | |
| 2.1 | What are known interests and concerns from stakeholders in the surrounding communities? (e.g. wildlife conflict impact, access to resources, other) | |
| 2.2 | Who are considered vulnerable groups or communities in the surrounding areas? (identify groups characteristics and communities of particular need to attention) | |
| 2.3 | How are parks currently engaged in buffer zone planning/management? | |
| 2.4 | What are existing procedures when engaging surrounding communities in protections (e.g. community education, established procedures for engagement) | |
| 2.5 | What are activities are restricted in the buffer zone? | |
| 2.6 | What activities are permitted in the buffer zone? | |
| 3. Existing engagements | | |
| 3.1 | Which stakeholders or representatives are currently engaged with by the park? | |
| 3.2 | What are the current activities undertaken with surrounding communities? (e.g. regular consultations, trainings, other) | |
| 3.3 | What investments is the park currently able to support in the surrounding communities (e.g. purchase of seedlings, support to beehives, other) | |
| 3.4 | What resources and staffing are currently dedicated to engagement/investments in surrounding communities? (e.g. full/part time staff and annual budgets) | |
| 4. Project expectation | | |
| 4.1 | <i>Component 3: Enhance Landscape Sustainability and Habitat Connectivity</i> will support indigenous forest restoration, securing corridors and steppingstones and influencing local | |

| | | |
|-----|---|--|
| | and district planning to improve connectivity between the two protected areas. This will be done through expansion of existing pockets of natural areas. What is the envisaged process for negotiation expansion of these existing areas? | |
| 4.2 | What are critical issues in seeking to expand natural areas in the buffer zone? (ref. component 3, #4.1) | |

Annex 3: Key Persons Consulted

| SN | Name | Designation | Signature |
|----|--------------------------|---|-----------|
| 1 | Niyigaba Protail | Park Manager | |
| 2 | Pierre Ntitemuka | Community Development Manager | |
| 3 | Joseph Nwiyarukwa | Funding & Reporting Manager | |
| 4 | Niyonzima Emmanuel | Deputy Head of Law Enforcement in charge of operation and welfare | |
| 5 | Mr. Felix Mulinzhababi | Conservation Manager | |
| 6 | Twizerimana Anne Nicole | RANGER | |
| 7 | Mutabaruka Bosco | RANGER | |
| 8 | Ndagijimana Xavier | RANGER | |
| 9 | Mr. Vianney Mungushyaka | President, Sugira nyungwe cooperative | |
| 10 | Mr. Laurent Ntengurumuna | Chairman, Sugira nyungwe cooperative | |
| 11 | | | |

| SN | Name | Designation | Signature |
|----|-----------------------------|-----------------------------------|-----------|
| 1. | Anaeler Bwizahe | Chief - Park Warden | |
| 2. | Nkurunzika N. Placide | Community Conservation W. G.M.N.P | |
| 3 | Bizimukira Jean Paul | Law Enforcement Warden | |
| 4 | Ntinawumunivu Agnes | RANGER | |
| 5 | Kagarama Fred | RANGER | |
| 6 | Ingozikarushya Community | COVED | |
| 7 | Imani Ousege | KOTIGI - Pres. | |
| 8 | Kayihura John | Local opinion leader | |