



USAID
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LAND PROJECT, RWANDA

**ANNUAL WORK PLAN
MAY 17, 2012 TO JUNE 30, 2013**

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ACRONYMS

GMO	Gender Monitoring Office
GoR	Government of Rwanda
ILPD	Institute of Legal Practice and Development
IRPD	Institute for Research on Peace and Development
IPAR	Institute for Policy Analysis and Research
KBA	Kigali Bar Association
LAF	Legal Aid Forum
LDSS	Legal Drafting Support System
LIP	Legal Information Portal
MAJ	<i>Maison de'Access a Justice</i>
MINIJUST	Ministry of Justice
MINIRENA	Ministry of Natural Resources
NORC	National Opinions Research Council
NUR	National University of Rwanda
NWC	National Women's Council
OSC	Overseas Strategic Consulting
PIR	Project Intermediate Result
RNRA	Rwanda Natural Resources Authority
USAID	United States Agency for International Development

EXECUTIVE SUMMARY

The LAND Project is a five year project, initiated May 17, 2012 and concluding May 16, 2017, funded by USAID/Rwanda. The overarching goal of the project is to support Rwanda's long-term sustainability by strengthening the resilience of its citizens, communities, and institutions, and their ability to adapt to land-related economic environmental and social changes. The contract is a Cost-Plus-Fixed Fee award with a total value of USD 11,979,786.

The project is framed around two primary objectives centered on sustainable capacity building. The first aims to strengthen the capacity of Rwandan institutions to produce high quality, evidence based research that can help identify needed policy changes in the land sector, while also identifying policies and laws that are already contributing to stronger citizen resilience. The second core objective seeks to broaden and deepen understanding of policies, laws, regulations and legal judgments governing land so that the justice sector is better equipped to apply the law, and citizens – especially those who are most vulnerable -- have the capacity to draw on the law and justice system to defend their rights to land. Both project objectives are highly interwoven. As such, many of the tasks for Year 1 that are highlighted in this report respond to both objectives.

The LAND Project Year 1 Work Plan is designed to guide implementation of the activities and deliverables defined in the contract Statement of Work. The work plan covers the period from contract initiation on May 17, 2012 until end of the first contract year until June 30, 2013.

Work planning meetings were held between July 3 and July 6 and were attended by over 30 participants, representing our key GoR partners, research entities and civil society partners. The Year 1 Work Plan substantially reflects the results of this workshop and communications with partners that followed.

Important tasks during the first year include:

- Holding a National Land Research Agenda workshop to elicit land-related research priorities of stakeholders;
- Providing support to local organizations to respond to these research priorities and gain technical assistance to build their capacity on both research and policy advocacy;
- Hosting forums that will highlight policy-relevant research findings and strengthen collaboration between the Government of Rwanda, civil society actors, and research institutions and universities.
- Capacity building aimed at enabling policy makers to better frame and utilize research findings;
- Working with the Abunzi Secretariat and partners to develop a coordinated plan for building the capacity of the *abunzi*, particularly their capacity to durably resolve land-related disputes;
- Developing a database characterizing land-related disputes and effective means for resolving those disputes which can be utilized by researchers, legal aid providers, *abunzi* and others;
- Building the capacity of legal aid providers to utilize land-related research findings and better serve the needs of vulnerable clients.

I. INTRODUCTION OF PROJECT

A. Contract Background

The LAND Project is a five year project, initiated May 17, 2012 and concluding May 16, 2017, funded by USAID/Rwanda. The overarching goal of the project is to support Rwanda's long-term sustainability by strengthening the resilience of its citizens, communities, and institutions, and their ability to adapt to land-related economic environmental and social changes. The contract is a Cost-Plus-Fixed Fee award with a total value of USD 11,979,786.

B. Project Overview and Approach

Land in Rwanda has emerged as one of the most pressing issues facing the government and Rwandan citizens. Already the most densely populated country on the continent, Rwanda's rapidly growing population stands to augment existing land pressures unless rapid structural changes are introduced, changes that could bring instability if citizens lack the necessary tools to adapt. Yet, land remains the primary asset that the majority Rwandan citizens rely on to sustain their livelihoods and provide for their food security. Citizens can only adapt and flourish from change if the policy environment is also capable of adapting quickly and is equipped with the knowledge and understanding to undertake reforms that reflect the needs and priorities of its citizenry and are informed by solid research. Likewise, adaptive capacity is sustained when communities and government officials have a robust understanding of the legal framework that govern one of their most valued assets and the rights they have to that asset. Improved resilience, the overarching objective of the Land Project, provides a critical foundation for Rwanda's continued economic growth. When people are secure, they can afford to take risks that can pave the way to wealth creation and investment.

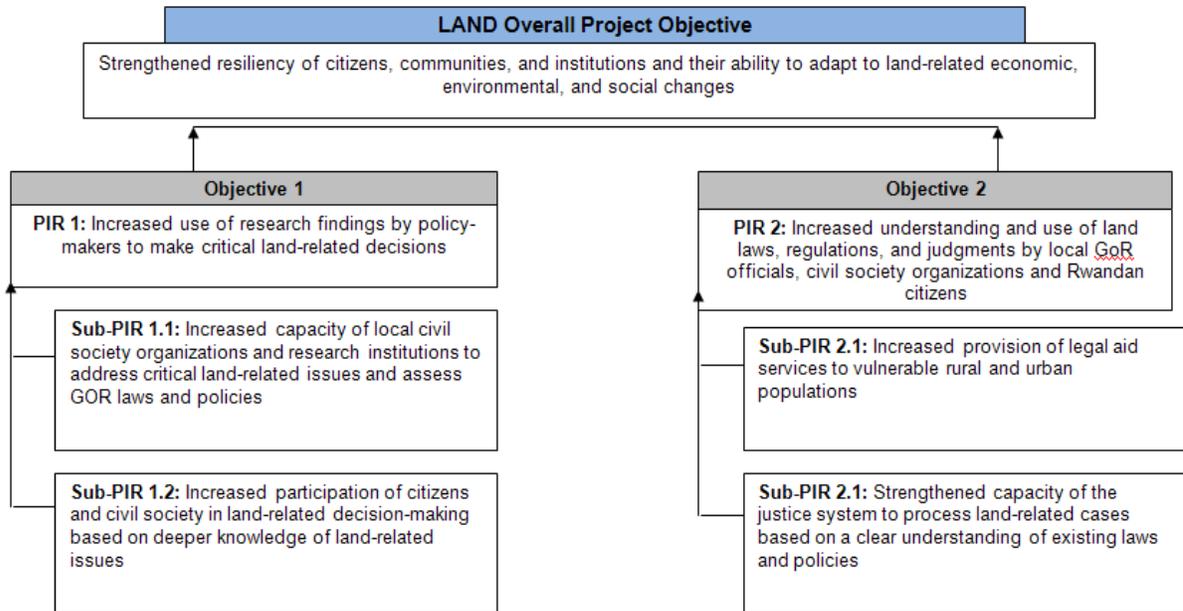
The project is framed around two primary objectives depicted in the project's Results Framework (see Section C). The first aims to strengthen the capacity of Rwandan institutions to produce high quality, evidence based research that can help identify needed policy changes in the land sector, while also identifying policies and laws that are already contributing to stronger citizen resilience. The second core objective seeks to broaden and deepen understanding of policies, laws, regulations and legal judgments governing land so that the justice sector is better equipped to apply the law, and citizens – especially those who are most vulnerable -- have the capacity to draw on the law and justice system to defend their rights to land.

Ultimately, the two project objectives are highly interwoven. Good policies only achieve their intended results when officials responsible for implementing them possess the necessary awareness, skills and tools to do so and if citizen are aware of their rights and the procedures for claiming those rights. At the same time, it is essential to capture the experiences of both government administrative and justice institutions and citizens as the laws are applied through research in order for policy makers to appreciate what is working and what adaptations to the legal framework are critical to achieve policy objectives.

C. Project Results Framework

The LAND Project Results Framework depicted below highlights the interrelationship between the project’s overarching goal and its objectives and sub-objectives.

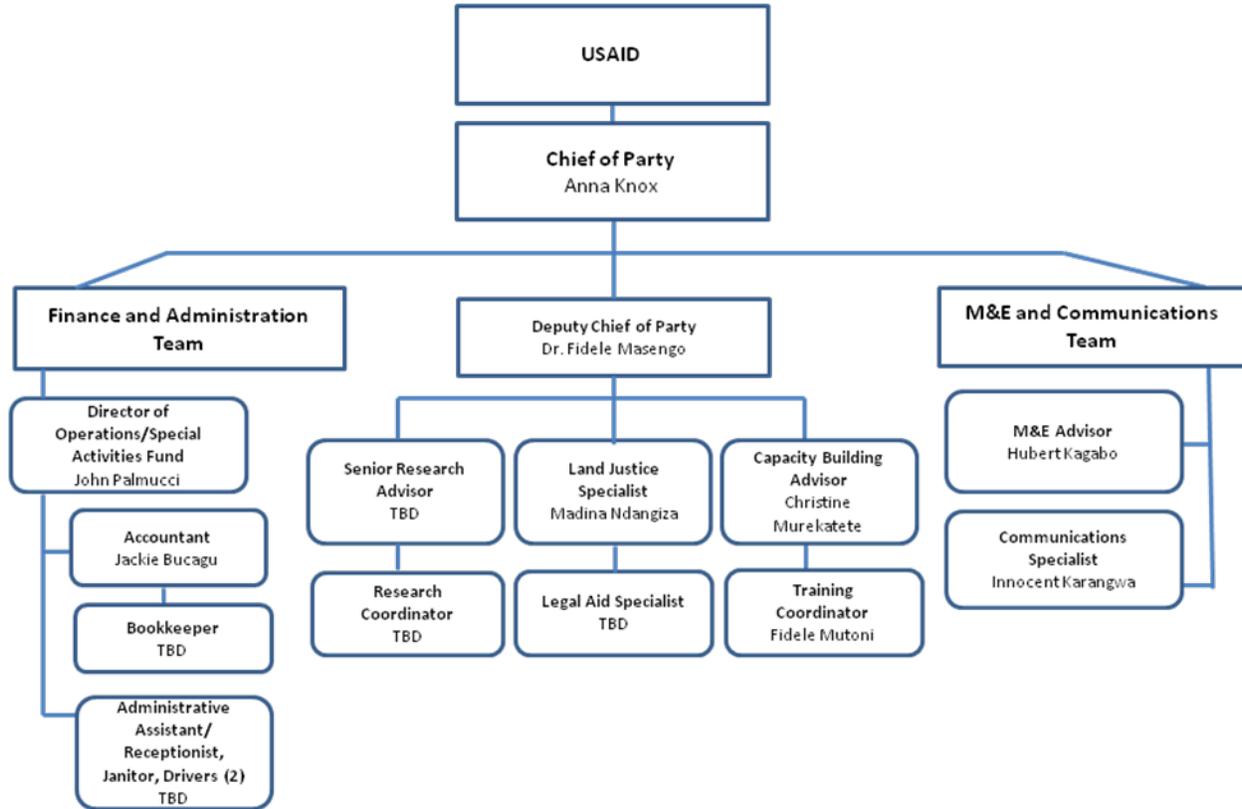
Figure 1: LAND Project Results Framework



D. Project Organizational Structure

The organizational structure of the LAND Project comprises three main divisions: 1) the technical division, 2) the operations division, and 3) the monitoring and evaluation division, which are depicted in the Organizational Chart below. Once the project is fully staffed it will comprise 14 staff members, though we expect to bring in staff gradually as the work plan dictates their need to ensure best use of project resources.

Figure 2: LAND Project Organizational Chart



II. Year 1 Work Plan

The LAND Project Year 1 Work Plan is designed to guide implementation of the activities and deliverables defined in the contract Statement of Work. The work plan covers the period from contract initiation on May 17, 2012 until end of the first contract year until June 30, 2013. In order to better align with the USAID fiscal year quarters, contract year quarters refer to the following periods:

- Quarter 1: May 17, 2012 – September 30, 2012
- Quarter 2: October 1, 2012 – December 31, 2012
- Quarter 3: January 1, 2013 – March 31, 2013
- Quarter 4: April 1, 2013-June 30, 2013

A. Work Planning Process

On July 3, 2012 an initial work planning meeting was held and attended by participants representing our key GoR partners, research entities and civil society partners. A list of participating institutions is shown in Box 1. Following an overview of the LAND Project, participants divided into working groups to identify which deliverables (sub-activities) should be launched in Year 1 and which should be initiated in subsequent years. Afterwards, Year 1 deliverables were harvested and participants brainstormed specific tasks associated with those deliverables, their timing and partner engagement. On July 4, members of the LAND Project staff met to review partner inputs and add further details to the work plan in preparation for individual meetings with partners on July 5. Individual meetings provided further insight into prospective tasks, partner roles and engagement. Specific tasks associated with contract deliverables were presented on July 6 to all invited partners and staff, after which participants divided into groups and circulated to different task-clusters to provide further input and feedback. Annex 4 contains the program for the work planning sessions.

B. Technical Tasks

Following a rapid start-up, the LAND Project is poised to initiate a full load of technical activities and achieve several significant and ambitious milestones during its first year. We are committed to hosting the first of five annual National Land Research Agenda Workshops in September and immediately launching a competitive funding mechanism to support policy research and capacity building. We intend to initiate extensive efforts to enhance coordination between government partners and between the GoR, the research community, and civil society organizations. Assessment activities will pave the way for strengthening the capacity of local

Mediation Committees (*Abunzi*) and legal aid providers as well as identify effective strategies for raising citizens' knowledge and ability to benefit from Rwanda's land laws and procedures. The initiation of a website/portal and a newsletter will raise the profile of the LAND Project, and also facilitate stakeholder coordination and research collaboration.

The narrative description of the LAND project Year 1 work plan is organized around the two core objectives of the project and cross-cutting activities. It describes the Year 1 tasks associated

Box 1: Work Plan Meeting Participants

Government of Rwanda

- Rwanda Natural Resources Authority (RNRA)
- Ministry of Natural Resources (MINIRENA)
- Ministry of Justice (MINIJUST)
- Maison de'Access a Justice (MAJ)
- Institute of Legal Practice and Development (ILPD)

Research Entities

- Institute of Policy Analysis and Research
- National University of Rwanda
- NORC
- OSC

Civil Society and other Non-Governmental Organizations

- RCN *Justice et Democratie*
- LandNet
- Haguruka
- Imbaraga
- Legal Aid Forum
- Kigali Bar Association

with the contract deliverables that fall under each major objective. Table 1 lists the contract deliverables associated with each objective and activity as they are structured in the contract Statement of Work. Annex 1 is a Gantt Chart, depicting when work on each contract deliverable will be initiated, and in some cases completed in the course of Year 1. Annex 2 provides a sequence of tasks associated with the different contract deliverables according to four key activity clusters:

1. Strengthening Land Policy Research, Communications, and Advocacy Capacity
2. Strengthening Coordination and Planning
3. Public Awareness Raising
4. Other Capacity Building (*Abunzi*,/ legal aid providers)

Annex 2 also depicts the milestones and target dates associated with each of the tasks. The table displays project activities in this way because several of the Year 1 tasks are associated with more than one contract deliverable and framing in this manner enable us to articulate a clearer story about how the project will make progress in fulfilling its primary objectives in Year 1. Utilizing the table in Annex 2 also allows the reader to appreciate the substantial interface between the project activities and how they often respond to both project objectives.

Table 1: LAND Project Contract Activities and Deliverables

<p>Objective 1: Increased capacity of Rwandan institutions to generate high quality, evidence-based policy research on land-related issues AND increased ability of citizens and civil society to drawn on such research to engage in land-related decision-making.</p>
<p>Activity 1.1: Support the GOR’s efforts to design and carry out complex and inclusive land-related planning processes that involve a wide range of stakeholders.</p>
<p>1.1.1. Partner with key GOR, research entities, and civil society stakeholders to identify ways enhance coordination.</p>
<p>1.1.2. Conduct a gender assessment of land-related law and implementation of policy and law in Rwanda.</p>
<p>1.1.3. Assess the policy research priorities of the Rwanda Natural Resources Authority as it nears completion of the nationwide land tenure regularization process.</p>
<p>1.1.4. Support a Rwanda-led National Land Research Agenda (NLRA) workshop that will enable the GoR, civil society and research institutions to identify critical land-related research priorities while also engendering greater collaboration among these entities.</p>
<p>Activity 1.2: Foster collaborative engagement of policymakers, civil society, universities, and citizens in land-related planning and policymaking through the development of simple, digestible research products.</p>
<p>1.2.1. Facilitate the development and dissemination of at least three policy briefs per year on land issues.</p>
<p>1.2.2. Provide an easily accessible platform for sharing essential land policy information.</p>
<p>1.2.3. Develop a publically accessible database on land disputes.</p>
<p>1.2.4. Partner with key GOR stakeholders to identify ways to strengthen coordination with the <i>Abunzi</i>.</p>
<p>Activity 1.3: Support the assessment of land-related pilot interventions and/or policies to understand their implications for vulnerability and resilience of local citizens and ecological systems and to highlight solutions for strengthening the resilience of vulnerable populations.</p>
<p>1.3.1. Facilitate at least one vulnerability/resilience assessment per year through competitive subcontracts to local organizations partnered with technical expertise.</p>
<p>Activity 1.4: Provide targeted technical assistance to build the capacity of local civil society organizations, research institutions, and universities to carry out quality research and present findings to officials.</p>
<p>1.4.1. Provide sustained technical assistance to at least one civil society organization, one public or private research institute, and one university per year, focusing on strengthening research capacity on land issues through partnerships with international research organizations.</p>
<p>1.4.2. Increase capacity of citizens and civil society to use research findings to influence government policies on land.</p>
<p>1.4.3. Conduct rapid needs/capacity assessments, using the results to structure capacity building programs aimed at improving research skills, design, and methods and deepening conceptual understanding of complex land tenure issues.</p>
<p>1.4.4. Establish and initially support at least two sustainable partnerships between foreign research entities and local Rwandan partners via competitive subcontracts, support for attendance at regional conferences and exchange programs.</p>
<p>1.4.5. Support exchanges between Rwandan and international universities that strengthen land-related research capacity of faculty and students in multiple disciplines.</p>
<p>Activity 1.5: Support civil society and research institutions to apply adaptive management approaches,</p>

monitoring the implementation of land-related policy for purposes of engendering learning and progressive policy adaptation.
1.5.1. Provide sustained technical assistance to at least one civil society organization, one public or private research institute, and one university per year to apply adaptive approaches to monitoring land-related policy implementation (including monitoring effects on vulnerable groups), ensuring that at least 3 research studies per year apply such methods.
1.5.2. Facilitate the development and strategic dissemination of at least three research reports per year that draw on adaptive approaches to monitoring land-related policy implementation.
Objective 2: Increased understanding of land laws, policies, regulations, and legal judgments on land-related issues by local GOR officials, civil society organizations, research institutes, and citizens VIA:
<ul style="list-style-type: none"> • Increased provision of legal aid services to vulnerable rural/urban populations. • Strengthened capacity of judicial system to process land-related cases based on a clear understanding of existing laws and policies.
Activity 2.1: Build the capacity of civil society organizations – including those working with vulnerable groups -- to monitor and advocate for adaptations to land policy.
2.1.1. Provide sustained technical assistance to improve the policy advocacy capacity of at least one civil society organization, one public or private research institute, and one university per year, drawing on high quality evidence-based research.
2.1.2. Create a land dispute resolution database that collects information about cases handled by the <i>Abunzi</i> , including those that are appealed and move into the courts.
2.1.3. Work with legal aid providers and researchers to use the land dispute database to build greater understanding of the nature and causes of land disputes, challenges in their resolution, successful strategies for resolving land disputes, and the implications for policy.
2.1.4. Support analysis of data drawn from the land dispute database and the development and dissemination of research findings drawn from such analysis which suggest pathways for mitigating land disputes or enhancing the effectiveness dispute resolution.
2.1.5. Assess the capacity of legal aid service providers to utilize research findings to improve the quality of their services and their advocacy efforts.
Activity 2.2: Increase the provision of legal aid to vulnerable groups to defend their land rights through support for public interest litigation.
2.2.1. Facilitate a tripartite partnership between the Legal Aid Forum, one or more local law schools, and the Ministry of Justice to identify means to increase the provision of legal aid to widows, orphans and genocide survivors, including through public interest litigation.
2.2.2. Support research on land rights issues facing women and other vulnerable groups, including an analysis of the interface of customary and statutory land tenure and the extent of application of customary versus statutory law by the <i>Abunzi</i> and other local dispute resolution bodies.
2.2.3 Partner with MAJ, Haguruka, CARE, <i>RCN Justice & Démocratie</i> , and the Chemonics-managed Family Health Project to raise public awareness about land laws and rights, as well as channels for protecting those rights.
2.2.4. Issue competitive subcontracts for local organizations to deliver public awareness programs in partnership with international experts.

Activity 2.3: Strengthen the legal knowledge and capacity of the Abunzi to provide quality justice on land-related matters and to mediate rather than adjudicate cases; increase the capacity of the “ <i>Maisons d’Acces</i> ” à la Justice to provide quality legal aid services and training to the <i>Abunzi</i> with respect to land issues.
2.3.1. Conduct an assessment of <i>Abunzi</i> capacity to durably resolve land disputes that includes review of cases, institutional capacity and application of statutory vs. customary law in cases.
2.3.2. Develop and implement, in close partnership with the <i>Abunzi</i> Secretariat and key stakeholders, a comprehensive annual training plan for <i>Abunzi</i> , focusing on land issues.
2.3.3. Develop a coordinated cadre of <i>Abunzi</i> trainers.
2.3.4. Develop and implement a plan to strengthen the capacity of the <i>Maisons d’Acces à la Justice</i> to sustain <i>Abunzi</i> trainings.
Activity 2.4: Facilitate more inclusive, evidence-based planning and policy development around land-related justice issues via support to the Ministry of Justice, Supreme Court, Parliament, and civil society.
2.4.1. Strengthen existing coordination mechanisms among MINIJUST, Supreme Court, Parliament and civil society through support for evidence-based planning and policy development related to land/justice issues.
2.4.2. Work with ILPD to develop land-related legal research capacity and curricula, collaborating with universities and drawing on lessons from research and analysis of data from the land dispute database.
2.4.3 Partner with universities to support new and improved curricula on land law, conflict management, land management and use; this may include development of an LLM program on land tenure and property law.
Cross-cutting Deliverables (addressing Objectives 1 and 2)
3.1.1 Deliver at least two national workshops and five community discussions per year in Rwanda to highlight land-related research results and develop action plans.
3.1.2. Host biannual meetings to discuss land-related research findings, consider their policy implications, and identify appropriate strategies for policy reform, ensuring that the research results and outcomes of these meetings are shared broadly with the GoR .

Objective 1: Increased capacity of local Rwandan institutions to generate high quality, evidence-based research on land-related issues that can be used by the GOR, CSOs and Rwandan citizens.

The LAND Project is dedicated to strengthening collaboration between the Government of Rwanda partners, research entities, and civil society organizations through the generation of high quality, evidence-based policy research and collective learning that leads to adaptive changes in land-related policy, contributes to the resilience of Rwandan citizens, and ultimately leads to increased productivity and economic growth. Building capacity among Rwanda institutions to generate this high caliber of land-relevant research is essential to the realization of this objective.

In order to achieve this objective, the LAND Project will forge sustained partnerships between Rwandan organizations – research institutes, universities, and civil society organizations -- and international technical experts to generate research that is timely and responsive to the needs of the land sector. With the support of the project, the first annual **National Land Research Agenda (NLRA) workshop (1.1.4, 1.1.1 and 3.1.1)** will be coordinated by the Institute of Research and Dialogue for Peace (IRDP) and sponsored by the Rwanda Natural Resources Authority, Ministry of Natural Resources (MINIRENA) and the Ministry of Justice. The workshop will take place in late September or early October 2012 and will be attended by stakeholders representing the Government of Rwanda, the research sector and civil society, who will be provided with an opportunity to present their perspectives on the critical research priorities for the land sector.

To prepare for this workshop, LAND project staff will **elicit preliminary policy research priorities** from our primary government partners (the **RNRA, MINIRENA and MINJUST**) **(1.1.3)** and also comb the body of land-related research that has been generated by Rwandan institutions. We will attempt to identify high quality research that feeds into the cited priorities and work with the institutions generating this research to **deepen their analytical skills and develop sharp and compelling presentations and policy briefs that will be shared during the first day of the NLRA workshop (1.1.1; 1.1.4; 1.4.3; 2.1.1)**. We plan to work with at least two institutions to prepare and circulate **two policy briefs (1.2.1)** and give presentations meeting these criteria during the workshop.

Once agreement is reached on the top 4-5 research priorities – which must include at least one assessment of vulnerability/resilience and at least three

proposals for applying adaptive approaches for monitoring land policy implementation – these will form the basis of a series of Requests for Land Policy Research Proposals (RLPRPs) which

Box 2: Illustrative Land-Related Research Priorities

- Assessment of Crop Intensification and Land Consolidation Policies on Citizen Resilience and Prospects for Long-Term Economic Growth
- Impacts of Women’s Formal Land Rights on Women’s Empowerment at Household and Community Levels
- Factors Influencing the Collection of Leasing Certificates
- Effects of Land Tenure Regularization on Different Types of Land-Related Disputes
- Beyond Regularization: Prospects for Sustainability of the Formal Land Rights System in Rwanda

will be advertised in such venues as the New Times, Imvaho and the LAND Project portal. Winning research proposals will be funded out of the LAND Project Special Activities Fund (SAF). A bidder's conference will also be held 1-2 weeks after release of the RLPRP to clearly communicate guidelines for submission and consideration and to provide technical support to potential bidders on effective proposal preparation. Applying a competitive mechanism like the SAF will ensure that all qualified and interested partners have an opportunity to seek funding to conduct research and benefit from research mentoring by international and regional technical experts.

During quarters 1 and 2, the project will prepare the groundwork for funding research through the SAF. We will develop the criteria for proposal submission, form an independent proposal review panel, establish a progress reporting system for award recipients, and put in place a system for funding partners and tracking expenditures. This will enable the project to be ready to solicit proposals following the NLRA workshop.

During Year 1, pursuant to our contract with USAID, the SAF competitive mechanism will support:

- **One vulnerability/resilience assessment (1.3.1);**
- **Development of at least one policy brief based on the findings of the vulnerability assessment and/or the adaptive approach research (1.2.1);**
- **Sustained technical assistance to at least one CSO, one research institute and one university per year to strengthen research capacity and partnership with international research organizations (1.4.1);**
- **Formation of at least two partnerships between foreign research institutes and Rwandan partners via competitive subcontracts, which may include participation in regional conferences and/or exchange programs (1.4.4);**
- **Sustained technical assistance to at least one CSO, one research institute and one university per year to monitor land-related policy implementation using adaptive approaches, resulting in 3 studies per year (1.5.1);**
- **Development and strategic dissemination of at least three research reports per year that draw on adaptive management approaches to monitor land-related policy implementation (1.5.2); and**
- **Technical assistance to improve the policy advocacy capacity of at least one CSO, one research institute, and one university per year – drawing on high quality research (1.4.2; 2.1.1).**

A priority area of research for the project is a **gender analysis of land-related law and the implementation of policy and law in Rwanda (1.1.2)**. The project will support this activity through a non-competed subcontract to Haguruka supported by international gender and land expertise in both gendered legal analysis and social science research to assess the gender effects of land policy implementation. The study will **analyze vulnerabilities related to gender, customary versus statutory tenure affecting gendered land rights, and the extent of application of customary and statutory law by dispute resolution bodies, and the impact of such application on gender relations and empowerment (2.2.2)**. The research will draw extensively on recent gender and land studies and analysis, using these to identify critical gaps in

understanding the extent to which land policy is contributing to increased gender equity in Rwanda. The gender analysis will also be used to inform future research funded by the SAF.

The process of **identifying the land research capacity needs of local Rwandan partners (1.4.3)** has already begun during the first quarter. During and immediately following work planning meetings in July, NORC identified the array of stakeholder institutions engaged in land-related research and met with those institutions to evaluate their experience and abilities applying different research methods, designing various research tools, data collection, data analysis, interpretation of findings, and report writing. Experience in applying a gender lens to research will also be evaluated. Further assessment will be undertaken during the NLRA workshop, enabling a report to be delivered to the LAND project by October 30, 2012. This capacity assessment will be used to inform partners about the types of technical expertise they will need to identify produce competitive SAF proposals and also guide the proposal review panel in the selection of proposals – not only in Year 1, but also subsequent years when new RFPs will be solicited. The assessment will also be shared with other funding partners to suggest areas of local partner capacity building they may wish to support.

Beyond the NLRA workshop, the project will seek other venues for **enhancing coordination between GoR partners, research entities and civil society organizations (1.1.1)**. These include participating in **existing forums** like the Land Thematic Working Group hosted by the RNRA and the JRLOS Forum hosted by the Ministry of Justice, hosting and identifying other partners to host **quarterly brownbag lunch** meetings to present land policy-relevant research findings to these stakeholders, and identifying a partner to host a **blog** for sharing policy-relevant research. Coordination will also be strengthened through **convening MINIJUST, MINIRENA, RNRA, MINALOC, and the Ombudsman on the issue of land disputes**. Parties engaged in land disputes often appeal to these different institutions to help them resolve their cases, resulting in confusions over roles and mandates and even disparate case decisions. The purpose of the meetings will be to identify the different dispute claims each institution is receiving and to streamline the process for managing these claims within the institutional infrastructure. **Meetings** – whether brown bag or via existing forums – will also serve as venues for the LAND project and research partners supported by the project to **discuss land-related research findings, consider their policy implications, and identify appropriate strategies for policy reform (3.1.2)**. Likewise, they will provide opportunities to identify appropriate strategies and action plans for piloting policy recommendations and for policy reform.

In order to ensure the **RNRA has a prominent voice in articulating policy research priorities supported by the SAF (1.1.3.)**, the project will hold regular meetings (weekly, then monthly) with the RNRA to assess these priorities in advance of the NLRA workshop. The project will also participate in the LAND Thematic Working Group and the Land Tenure Regularization Technical Working Group as a means to assess research priorities of particular relevance to the RNRA.

Although at least one policy brief in Year 1 would be generated by research supported by the SAF, the project will **facilitate the development and dissemination of two other policy briefs (1.2.1)** by drawing on existing land policy-relevant research. Specifically, the project will survey the landscape of existing and recent land-related research in Rwanda which respond to current

policy-relevant priorities and support distillation of this research into policy briefs through provision of technical assistance by LAND project staff and support for publication and dissemination of the briefs.

While strengthening the capacity of local institutions to generate high quality, land policy relevant research is essential to enhancing the credibility of their research findings in the eyes of GoR policymakers, it may not be sufficient for impacting land policy. Our RNRA partners emphasized to us that successful uptake of research also requires that policy makers are equipped with skills to comprehend research findings and evaluate their validity. If a policy maker lacks the skills to separate research employing rigorous, state-of-the-art methods from results drawn from less-scientific approaches, s/he may dismiss all findings or be swayed by other criteria when deciding what is valid. Moreover, policy makers need sufficient education in research methods to enable them to frame criteria for research and guide researchers on the quality of what they expect and will consider valid. Therefore, success of the project cannot be assured unless technical assistance is provided to key GoR partners, even though this is not framed as a deliverable in the project SOW. Specifically, the LAND project is committed to **providing capacity building support to the RNRA, MINIRENA, select District Land Bureaus, and other GoR partners to be able to establish criteria for policy research, evaluate the quality of research, and ultimately value and use policy research findings to inform development and amendment of land policy.**

During Year 1, the LAND Project will work with NORC to devise a **3-day course for policy makers to provide them with a foundation for commissioning and evaluating policy-relevant research** and also provide ongoing technical support from both NORC and LAND Project research staff. Although this activity does not correspond to one of our contract deliverables, we are convinced that doing so will greatly enhance the uptake of policy-relevant research findings and accelerate the project's contribution to building the resilience of Rwandan citizens. Accommodating this activity in Year 1 is made possible by substituting some of NORC's foreseen support to the research capacity assessment with local staff effort under NORC supervision (1.4.3).

The project will work with SAF partners to ensure that evidence-based research is properly analyzed and distilled into appropriate land-related policy recommendations. However, in cases where research recommends new policy initiatives, best practice involves piloting those initiatives and monitoring their implementation to assess their effectiveness before deciding to whether full scale adoption of such policy is appropriate. Therefore, in response to the priorities and demands of our primary GoR partners (primarily the RNRA), the LAND Project will **begin working with GoR partners to identify policy recommendations for piloting and also work with them to help design the structure of the pilots.** It is likely that monitoring these pilots would become key research priorities supported by the project via the SAF in ensuing years. This activity is currently not one of our contract deliverables.

Ordinary Rwandan citizens have limited access to land law and policy information that affects their rights to land, security of tenure, and ultimately their resilience to adverse change. The LAND project will aim to **provide means to enable Rwandan citizens to more easily access land law and policy information in forms that they can readily comprehend (1.2.2)**, such as

community radio, simple guides, SMS messages, etc. During Year 1, the LAND project will assess how people get their information, reviewing any existing studies on this topic, engaging in consultations with key civil society informants and via community meetings that will also provide a **venue for discussing land-related research and articulating possible action plans (3.1.1)**.

Land disputes comprise between 70% and 90% of local disputes in Rwanda depending on the source consulted. **Development of a database that can characterize different types of disputes** (e.g. intra-family, boundary, property transfer, etc.) **handled by local mediation committees (Abunzi) (1.2.3; 2.1.2)** can help researchers and policy makers identify potential gaps or flaws in the legal framework to enable durable resolution of these disputes, where problems arise from lack of understanding and/or implementation of law, and other factors that fuel tensions over land. Documentation of how different types of disputes are handled by *Abunzi* can also provide valuable information to legal aid providers and other *Abunzi* to help them resolve their own cases. During year 1, the project will harvest existing sources of information for creating an online database on land disputes, identify target audience, how it will be populated, infrastructure needs and potential long-term hosts and maintenance strategy. We will want to ensure that the database can be linked both to the project portal and to the Legal Information Portal developed with the support of the Justice Strengthening Project.

Currently, GoR partner engagement with the *Abunzi* is fragmented. Their coordination falls under the Ministry of Justice, but their mandate also links to the Ministry of Local Government. Meanwhile the disproportionately high proportion of *land-related* disputes makes *Abunzi* effectiveness in resolving land disputes of central interest to the RNRA. Efforts to **partner with key GoR stakeholders to identify ways to strengthen coordination with the Abunzi (1.2.4)** will involve liaising with *Abunzi* Secretariat to co-chair a forum of partners that will include other GoR partners, including the RNRA and MINALOC, as well as civil society partners. The LAND project will embark on facilitating this forum during the third quarter with the intent of nurturing this **multi-stakeholder coordination (1.1.1)** over the life of the project.

As part of its mission to increase the research capacity and influence of Rwandan institutions in the land sector, the LAND Project will also **investigate the potential for NUR's Rwanda Law Journal to host a thematic issue on land to serve as a dissemination outlet for high quality land-related research**, including research supported through the SAF. While publication of research in a peer-reviewed journal does not fulfill one of our contract deliverables, the LAND Project considers that the opportunity for researchers to do so will provide additional incentives for injecting rigor into their work and also raise the profile of locally produced land-related research in Rwandan and international policy circles.

During the work planning meetings, partners called for the LAND Project to produce a **quarterly newsletter** that would update partners on that progress of the project, serve as a venue to highlight new research findings supported by the project, communicate upcoming project-supported events and capacity building opportunities, and announce upcoming requests for proposals for the SAF. The first newsletter will be released at the end of the second quarter. It will be distributed via email to our main partners and also published on the project portal once that is established.

In summary, fulfillment of the following Objective 1 *and cross-cutting* contract deliverables will be initiated during year 1:

1.1.1; 1.1.2; 1.1.3; 1.1.4; 1.2.1; 1.2.2; 1.2.3; 1.2.4; 1.3.1; 1.4.1; 1.4.2; 1.4.3; 1.4.4; 1.5.1; 1.5.2; 3.1.1 and 3.1.2.

This includes **all** Objective 1 project deliverables. We also have articulated two proposed activities and deliverables that contribute to Objective 1 and arise from priorities voiced by our core stakeholders, but fall outside the scope of the current contract. Funding these in Year 1 is made possible by reallocating some of NORC's time from the research capacity assessment to local staff and drawing on some Year 2 resources. Although we expect the financial impact on the project to be small, there may be a need for requesting some additional resources in Year 2.

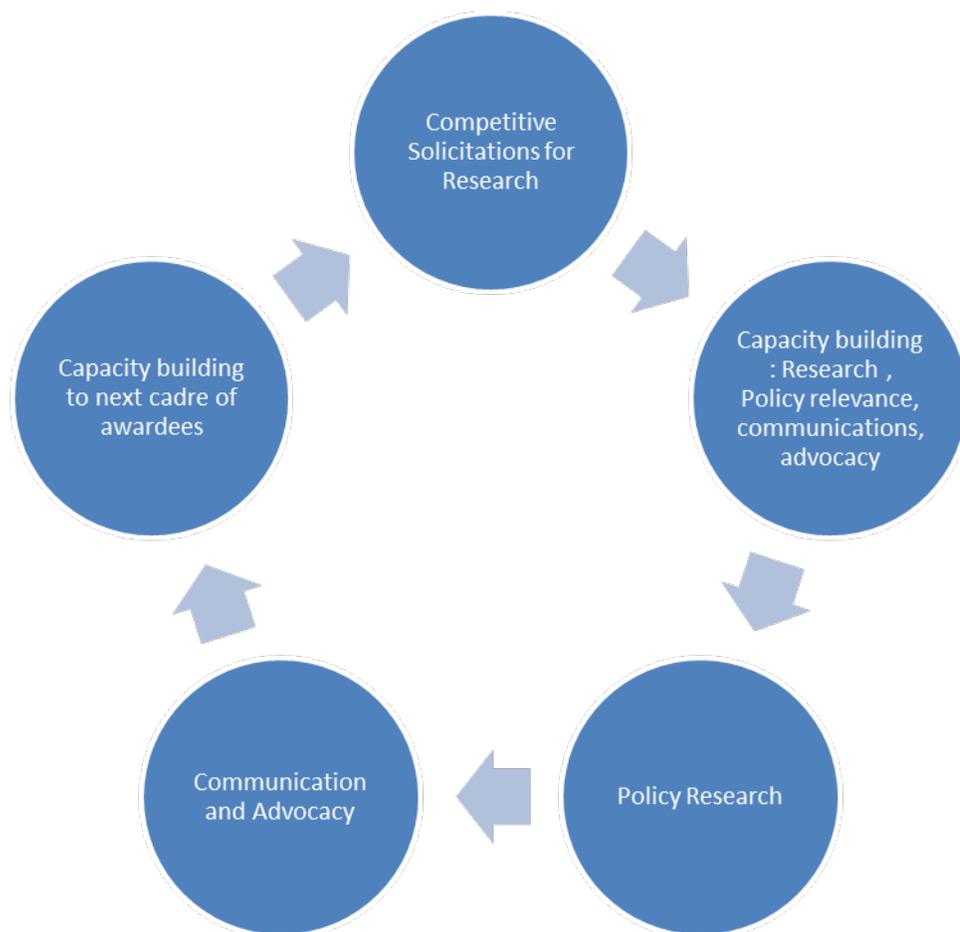
Objective 2: Increased understanding of land law, policies, regulations, and legal judgments on land-related issues by GoR officials, local CSOs, research institutes, and citizens.

Awareness Raising and Communications

The LAND Project will employ a variety of public awareness tools to achieve broader and deeper understanding of the legal framework governing land in Rwanda, relying primarily on our partners. Building the capacity of our partners to employ the most effective approaches to raise awareness and understanding is a major thrust of the project. With leadership from OSC, LAND will begin with an **assessment of partners' communications and advocacy capacity combined with mapping existing public awareness raising efforts on land law and rights and gaining an appreciation for how Rwandan citizens receive and digest this kind of information most effectively (2.1.1., 2.2.3, 1.2.2)**. Care will be taken to evaluate gendered differences in information uptake and how this related to the effectiveness of partner approaches to advocacy and communications.

In addition to consulting with key civil society informants, we will harvest knowledge via **community meetings that will also provide a venue for discussing land-related research and articulating possible action plans (3.1.1)**. Findings from this assessment will be used to **inform capacity needs of partners bidding for SAF support** as well as to devise strategies for effective communications and outreach, drawing on domestic and international best practices **(2.1.1; 2.2.3; 2.2.4)**. Those who apply to receive SAF support will be encouraged not only to seek technical assistance partners to augment their research capacity, but also strengthen their communications and advocacy capacity. In turn, the beneficiaries of SAF support will be obliged to contribute to capacity building of the next round of SAF grantees. The cycle of integrated capacity building and continuous capacity building LAND will establish via the SAF is captured in Figure 3.

Figure 3: LAND POLICY RESEARCH CAPACITY BUILDING CYCLE



Towards the end of year 1 or early on in year 2, the LAND Project also envisions issuing a **competitive subcontract for local organizations to deliver public awareness on new Organic Land Law and research on the implications of its implementation, taking into account gendered differences (2.2.4)**. Whether sensitization on the land law emerges as a public awareness priority will depend on whether new land law presented to the Parliament is ultimately passed.

In order to streamline outreach efforts on land, the LAND project's Communication Specialist will **assemble a working group of civil society and other actors engaged in communicating land policy information to citizens and facilitate coordination of their respective public awareness raising efforts (2.2.3., 1.1.1)**. Partners will work together to ensure the messages they are communicating are consistent and accurate, that the most effective media and channels are utilized, and that they achieve the broadest coverage possible.

In response to public awareness needs articulated by our core partners during the work planning sessions, the LAND Project would want to direct **technical assistance to the RNRA to assist**

them in identifying the most urgent public awareness raising priorities for sustaining the benefits and utility of the land tenure regulation program. For example, during the work planning meetings, the RNRA noted that clearly articulating to citizens the benefits of registering land rights and the law and procedures governing the registration of land transactions are likely to prove essential for ensuring the land registry remains up to date and capable to providing tenure security to Rwandan citizens over the long-term. The RNRA has requested technical support in developing effective strategies for communicating these benefits and information to registered land holders. The RNRA held initial discussions with NORC, which articulated how they might potentially assist in this vein. Currently, direct support to the RNRA is not foreseen in the contract, such that this would constitute an outside the scope of the deliverables.

During the Year 1 work planning meetings, our partners proposed creating a **portal** that would serve multiple functions, including:

- 1) a platform for communicating LAND Project-supported activities, events and competitive funding opportunities to our stakeholder constituency,
- 2) one of several avenues for disseminating land-related research and land policy information to policymakers, civil society, Rwandan citizens, and the international community, capitalizing on the current Legal Information Portal (**1.2.1; 1.2.2; 1.4.2; 2.2.3**),
- 3) either hosting or linking to a blog promoting land-related research and to the land dispute resolution database, and
- 4) a tool for strengthening research capacity and collaboration through facilities to elicit reviews on draft research papers and methodology proposals and to enable distant co-authors to contribute to a single draft.

Whereas the first three needs would be catered to on the public section of the portal, the fourth service would be housed on a platform that could only be accessed by members working on a particular project.

During the first year, LAND would lay the groundwork for creating the portal. This would involve seeking further input from project stakeholders on the services that would most respond to their communications and capacity building needs, conceiving of a user-friendly and appealing structure for the portal, and identifying technology and infrastructure options that would ensure easy and reliable access to the portal together with high performance. This includes exploring the potential for building upon the infrastructure already in place for the Legal Information Portal that is housed within MINIJUST. We envision assessment and planning efforts to be a collaboration between OSC, a local IT services provider, and a Rwandan web design and graphics enterprise, coordinated by the LAND Project Communications Specialist. The outcome would comprise a costed action plan for launching the portal beginning in Year 2.

In launching a portal, LAND will prioritize sustainability such that once the project ends, the portal and other services it hosts (e.g. the blog) continue to cater to the needs of their user communities. Towards the fourth year of the project, we will identify options for handing over the portal to one or more institutions to manage as a forum for land-specific research collaboration and sustained public awareness raising on land matters. This may involve working

with partners to secure the necessary funding and human resource capacity to support long-term management.

Although a portal catering to this array of needs was not foreseen in the proposal and therefore not featured as a contract deliverable, the LAND Project and its partners understand its high impact potential in responding to both Objectives 1 and 2 of the project: strengthening local policy research capacity specific to land and enhancing understanding of the legal framework governing land in Rwanda. Depending on the costs of initiating the portal and maintaining it for 2-3 years until it is fully functional, we will explore either requesting increased support in Year 2 or seeking support from other donor partners.

Women and vulnerable groups

The gender analysis research articulated under Objective 1 will also contribute to Objective 2 intentions to examine **vulnerabilities confronting women and other vulnerable groups, the interface of customary and statutory land tenure, and application of each by the *Abunzi* and other dispute resolution bodies (2.2.2).**

In addition, LAND will investigate options and develop a proposal framing collaboration between a local university, the Gender Monitoring Office (GMO), and an international university in support of strengthening research on land rights issues facing women and other vulnerable groups (2.2.2). The Gender Monitoring Office has a mandate to undertake research on gender issues in Rwanda, and specifically monitor the implementation of policy to ensure adequate consideration of gender implications. The GMO's draft strategic plan reportedly includes providing support to universities to strengthen research capacity on gender and land and they have specifically expressed interest in engaging with our project in this area. The GMO has prior experience implementing gender and land research from monitoring the implementation of the Land Tenure Regularization Program.

Besides these specific activities, the LAND Project will strive to apply a gender lens to all of its activities, while also identifying implications for other vulnerable groups. Research and policy advocacy assessments will examine the extent to which partners are disaggregating data, integrating gender analyses and adopting gender-responsive approaches. They will also identify vulnerable groups the project may wish to target depending on the area and circumstances where we and our partners are working. We will use the findings of these assessments to frame our approaches to ensure they are responsive to gender and the needs of vulnerable individuals. The NLRA workshop will bring gender and land themes to the forefront of potential research priorities. Research proposals will be evaluated on their attentiveness to gender considerations and incorporation of gendered research methods.

Coordination

Discussions with stakeholders reveal weak coordination in the process for drafting policy and law, and the specific roles of the MINJUST, Supreme Court, Parliament, and civil society. With the recent initiation of the Law Reform Commission, there is now an additional institution providing research into the legal drafting process with the potential to bring tighter coordination to the research and legal drafting process. **LAND will explore existing coordination**

mechanisms among these actors and how the Law Reform Commission can contribute to research-based policy making and coordination (2.4.1, 1.1.1). An assessment will identify areas of fragmentation and inefficiency in coordinating their mandates, overlapping roles and responsibilities, and institutional conflicts and provide some preliminary recommendations on how challenges can be overcome. We will also clarify the role of the Legal Drafting Support System in supporting coordination. The assessment will provide a foundation for the key stakeholders to meet during year 2 of the project to consider and discuss the best avenues for strengthening institutional coordination in the justice sector.

As described under the prior section articulating Objective 1 deliverables, the LAND project will map existing sources of information for creating a **database on land disputes (1.2.3; 2.1.2)**, identify the target audience for the database, establish how the database will be populated, and determine infrastructure needs, potential (long-term) hosts, and maintenance strategy. In addition to harvesting dispute information from the justice system and *abunzi* records, we will identify and review other sources of dispute records such as ones maintained by the RNRA and the Ombudsman. This will comprise the first step toward creation of the public database, which will begin in Year 2. The land dispute database intends to not only feed policy research needs aimed at ensuring peaceful resolution of land disputes in Rwanda and preventing escalation into conflict, but also to serve as a clearinghouse for mediation and legal assistance providers to become acquainted with good practices and lessons learned in resolving disputes. Hence, **legal aid providers, Abunzi plus others who resolve land disputes, and researchers will all need to be consulted and inform the strategy that will guide database creation (2.1.3).**

Capacity building – legal aid

As part of our commitment to increase the provision of legal aid to vulnerable groups to defend their land rights, LAND will capitalize on the annual Legal Aid week event, working with the Legal Aid Forum (LAF), Kigali Bar Association (KBA) and MINIJUST to **feature land as key theme during Legal Aid Week and to encourage pro-bono legal assistance for land cases presented during Legal Aid Week (2.2.3)**. In order to prepare ourselves to make a convincing argument, LAND will work with representatives from KBA, LAF, Haguruka and the Supreme Court to **identify urgent land-related cases that can be tried during Legal Aid Week (2.2.3)**, potentially focusing on cases that affect the rights of women and children. We will prepare a compelling short report summarizing these cases and the justification for using Legal Aid Week raise awareness among legal aid providers about the seriousness of land-related disputes and to help diminish the growing backlog of land cases.

Policy makers and civil society advocates for land rights should not be the only consumers of land-related research. Analysis of the legal framework governing land and research on the impacts of land policies can enhance the ability of legal aid providers to respond to the needs of clients engaged in land disputes. LAND will support Haguruka to share its extensive experience working with vulnerable groups, especially women and children, on land-related cases to **train other legal aid providers on best practices for assisting vulnerable groups (2.1.5)**. Cases drawn from Legal Aid Week will be used as case study teaching materials. LAND will leverage this forum to conduct an **assessment of legal aid providers' capacity to use research findings to improve the quality of their services and advocacy efforts (2.1.5)**.

Finally, LAND will provide **logistical support (transport, per diem) to pro bono legal aid providers working in remote areas to participate in Legal Aid Week (2.2.3)** and provide representation to clients whose land cases are being tried.

Capacity building – *Abunzi*

Local Mediation Committees (aka the *Abunzi*) represent the first formal tier of the civil dispute resolution hierarchy in Rwanda. It is reported that many *Abunzi* are insufficiently familiar with the legal framework governing land and therefore make decisions that fall outside the law and can sometimes be detrimental to women’s interests. Moreover, many *Abunzi* deviate from their mandate to mediate disputes and instead adjudicate cases, potentially fueling tensions. Discriminatory attitudes toward women and other vulnerable groups by *Abunzi* are sometimes cited. LAND staff have also been apprised that poor documentation of their cases and weaknesses in the execution of *Abunzi* decisions hamper the application of justice. In order to help the *Abunzi* Secretariat, the MAJ and other partners address such shortcomings, the LAND Project is embarking on a **comprehensive assessment of the capacity needs of the *Abunzi* (2.3.1)**. We are likewise responding to the priorities of the *Abunzi* Secretariat to map existing *Abunzi* capacity building efforts and identify a strategy for coordinating *Abunzi* capacity building. In addition to sponsoring a workshop and administering a questionnaire to partners who work closely with the *Abunzi*, the assessment will utilize **community discussions** and meetings with *Abunzi* both to elicit information on *Abunzi* capacity and recommendations for meeting their needs **(3.1.1)**.

Following the assessment, LAND Project staff will work with the *Abunzi* Secretariat and partners to draw on its findings to **develop a draft capacity building plan targeting the *Abunzi* (2.3.2)**. Such a plan may include establishing elements of a common core curriculum, identifying priority areas for capacity building, and selecting which partners will take the lead in providing training and other support for different geographic areas. The plan will include a **strategy and specific actions for strengthening the capacity of the MAJ to sustain *Abunzi* trainings (2.3.4)**. The project will utilize these strategies and actions as a basis for developing a Training of Trainers course targeting the MAJ, ILPD and the *Abunzi* Secretariat, thereby contributing to a coordinated **cadre of *Abunzi* trainers (2.3.3)** that can offer a sustainable source of *Abunzi* capacity building. In doing so, we will work with and leverage partners like RCN that have already developed high quality material and methods for training *Abunzi*. We envision utilizing the training plan and the training of trainers to support efforts of the MAJ and other partners to garner funding resources to support *Abunzi* capacity building.

To conclude, Objective 2 and associated cross-cutting deliverables that will be initiated during Year 1 of the LAND Project include the following:

2.1.1, 2.1.2, 2.1.3, 2.1.5, 2.2.1, 2.2.2, 2.2.3, 2.2.4, 2.3.1, 2.3.2, 2.3.3; 2.3.4, and 2.4.1.

Deliverables that will be initiated in subsequent years of the project are:

2.1.4, 2.4.2, and 2.4.3.

In addition there are proposed activities and deliverables under Objective 2 that fall outside the scope of the current contract, including producing certain feature of the portal and a quarterly newsletter plus the assistance to the RNRA.

Concluding Remarks

During our work planning meetings, our stakeholders had an opportunity to evaluate our approach and provide substantial input on activities. In some instances, these activities could be accommodated within the framework of contract deliverables, and this was done to the extent that available budget allowed. In a few cases, suggestions fell outside the scope of our contract and we could not accommodate them. In other cases, suggestions for activities did not align with our contract deliverables, but clearly would enable the project to be even more effective in fulfilling its core objectives and overarching goal. We chose to incorporate these into our work plan. To accommodate their cost, we reallocated some of NORC's time on the research capacity assessment to local staff to achieve cost savings, enabling us to direct some of NORC's time to providing technical assistance to GoR and other partners on research and public awareness activities where their support would be essential. We also drew on some resources allocated for Year 2 into Year 1, including some of OSC's time to enable the project to benefit from their expertise in launching the portal.

III. MONITORING AND EVALUATION

The project Performance Monitoring Plan (PMP) was submitted and approved by USAID previously. The PMP commits us to measure indicators associated with fulfillment of the project's overarching objective of resilience as well as each of its two primary objectives. Specifically, these indicators are:

- Number of consensus building forums (multi-party, civil/security sector, and/or civil/political) held with USG Assistance (F indicator);
- Quality of coordination between key Rwandan government partners, civil society organizations, and researchers;
- Percent of women and men in target districts who report that changes in land-related policies and laws have reduced their vulnerability (e.g. to dispossession from their land, encroachment, fluctuations in market prices, droughts, crop diseases, etc.)
- Percent of project-supported research used by policy-makers in making land-related decisions;
- Number of research/policy discussions held as a result of project assistance;
- Score on HICD self-assessment of capacity of CSOs and research institutions;
- Number of policy briefs and high-quality research products produced and disseminated with support of the project;
- Number of civil society organizations (CSOs) receiving USG assistance engaged in advocacy interventions (F indicator);
- No. of project assisted campaigns and programs to enhance public understanding of land rights and research findings on land-related issues;
- Quality of land-related dispute decisions by judicial system;

- Percent of target population (women and men) who demonstrate improved understanding of the law and their rights;
- Number of individuals/groups from low income or marginalized communities who received legal aid or victim's assistance with USG support (F indicator);
- Percent of those using *abunzi* services satisfied with the process and the outcome; and
- Number of organizations/groups trained on land law, mediation or other skills to improve administration of justice (F indicator).

The LAND Project has shared its M&E Plan with MEMS and will be benefiting from their advice on how best to assess these indicators and also their guidance in submitting M&E information to the Partner Reporting System.

IV. ENVIRONMENTAL COMPLIANCE

LAND Project activities have been screened in accordance with Regulation 216 Compliance Environmental Verification Form for both the Democracy and Governance Program and the Economic Growth Program (see Annex 3). Based on the type of activities the project will focus on – mainly technical assistance, studies, trainings and institutional coordination support -- it is unlikely that the project would qualify for an environmental assessment.

Annex 1: Gantt Chart

Objective 1: Increased capacity of local Rwandan institutions to generate high quality evidence-based research on land-related issues that can be used by Rwandan citizens, civil society organizations, and Government.

Activity 1.1: Support the GOR’s planning efforts to design and carry out complex and inclusive land-related planning processes that involve a wide range of stakeholder.

Deliverable	Year 1 Tasks	Partners	Q1	Q2	Q3	Q4	Milestones
1.1.1 Partner with key GOR and civil society stakeholders to identify concrete ways to strengthen existing mechanisms for enhanced coordination	Map land sector partners – what they do, where, how much. Identify land research capacity needs of local Rwandan partners. Use assessment to inform competitive mechanism for policy research capacity building and other capacity development actions.	<ul style="list-style-type: none"> • NORC • Rwandan partners 					Report identifying land sector partners and their capacity to produce evidence-based policy research on land. Presentation of findings at SAF bidders’ conference.
	Strengthen coordination and elicit land-related research priorities of RNRA, MINIRENA and MINIJUST via regular meetings.	<ul style="list-style-type: none"> • RNRA, • MINIRENA, • MINIJUST, • LAND Project Staff 					List of GoR partner research priorities compiled.
	Hold first annual National Land Research Agenda Workshop.	<ul style="list-style-type: none"> • IPAR organize. • RNRA, MINIRENA, MINIJUST as hosts. 					First annual National Land Research Agenda workshop delivered. Priority land-related research needs identified.
	Host meetings – whether brown bag or via existing forums – to serve as venues for the GoR and other partners to receive and discuss land-related research findings and their policy implications, and identify appropriate strategies and action plans for piloting policy recommendations and for policy reform.	<ul style="list-style-type: none"> • GoR, Law Reform Commission and other partners as hosts. • LAND Project staff to help identify hosts and relevant research. 					LAND-related policy research presented in two forums

Deliverable	Year 1 Tasks	Partners	Q1	Q2	Q3	Q4	Milestones
	Enhance coordination between GOR partners, research entities and civil society organizations via participation in existing forums (e.g. Land Thematic Working Group; LandNet, JRLOS Forum, agricultural forums, environmental forums).	<ul style="list-style-type: none"> • LAND Project staff • Other participating forum partners. 					LAND Project participation in at least four forums, providing ideas and suggestions for enhanced coordination. Memo articulating proposals for enhancing participation and coordination in different forums.
	Host forum bringing together MINIJUST, MINIRENA, RNRA, MINALOC, Ombudsman to identify the different dispute claims each is receiving and to streamline process for managing these claims.	<ul style="list-style-type: none"> • MINIJUST, • MINALOC • MINIRENA, • RNRA, • Ombudsman 					First forum held. Dispute claims received by different institutions characterized. Proposed process for streamlining claims drafted based on forum member discussions.
	Identify host for a blog (linked to portal) to share policy-relevant research.	<ul style="list-style-type: none"> • TBD: Potential hosts/contributors include RNRA, MINIJUST, ILPD, NUR, LandNet, RCN, IPAR, IRDP, INES. 					Blog host identified.
	Initiate research on existing coordination mechanisms among MINIJUST, Supreme Court, Parliament and civil society and clarify the role of the LDSS in supporting coordination.	<ul style="list-style-type: none"> • LAND Project Staff, • MINIJUST, • Supreme Court, • Parliament, • Law Reform Commission, • LDSS, • CSO partners 					Proposal for research methodology developed.
	Create a working group around public awareness and facilitate coordination of public awareness raising approaches by partners, identifying effective media and channels and promoting synergies/consistent messages.						Working group meeting held; Effective media and channels identified

Deliverable	Year 1 Tasks	Partners	Q1	Q2	Q3	Q4	Milestones
1.1.2. Conduct gender analysis on land/law/rights.	Initiate a gender analysis of land-related law and implementation of policy and law in Rwanda, including analysis of vulnerabilities related to gender, customary vs. statutory tenure affecting gendered land rights, extent of application of customary and statutory law by dispute resolution bodies.	<ul style="list-style-type: none"> Haguruka, International gender experts (law and social science) TBD. Consult with and harvest existing information from GMO, MIGEPROF, NWC, MINALOC (UBUDEHE Programme). Reach out to NWC for support to disseminate findings. 					SOW drafted, international gender experts and Haguruka staff identified to carry out assessment. Legal analysis completed.
1.1.3. Develop plan and dialogue with the RNRA as it nears completion of the registration process, is at a time when shifting gears and becoming more receptive to research is possible	Strengthen coordination and elicit land-related research priorities of RNRA, MINIRENA and MINIJUST via quarterly meetings.	<ul style="list-style-type: none"> RNRA MINIRENA MINIJUST LAND Project Staff 					<p>Quarterly meetings held and minutes approved</p> <p>List of GoR partner research priorities compiled by project.</p>

Deliverable	Year 1 Tasks	Partners	Q1	Q2	Q3	Q4	Milestones
1.1.4. Support a Rwanda-led National Land Research Agenda (NLRA) workshop that will pave the way for closer relationships between GOR, research organization, and CSOs, among other results.	Identify existing good quality, policy-relevant research for development of two policy briefs and for presentation at NLRA workshop.	<ul style="list-style-type: none"> • LAND Staff • Partners identified as having produced high quality, policy relevant research. 					<p>Report identifying existing high quality, evidence-based research on land and justification that match policy priorities.</p> <p>Partnerships formed to provide technical support to researchers to produce policy briefs.</p> <p>2 policy briefs produced</p> <p>Presentations made and policy briefs disseminated at NLRA workshop.</p>
	Hold first annual National Land Research Agenda Workshop.	<ul style="list-style-type: none"> • RNRA, MINIRENAM INIJUST as hosts. • IPAR organize. 					<p>First annual National Land Research Agenda workshop delivered.</p> <p>Priority land-related research needs identified.</p>

Objective 1: Increased capacity of local Rwandan institutions to generate high quality evidence-based research on land-related issues that can be used by Rwandan citizens, civil society organizations, and Government.

Activity 1.2: Improve coordination through the development of advocacy tools such as policy briefs that provide knowledge, and support to policymakers, civil society, universities, and citizens to improve land-related planning and policymaking processes and outcomes.

Deliverable	Tasks	Partners	Q1	Q2	Q3	Q4	Milestones
1.2.1. Facilitate the development and strategic dissemination of at least 3 policy briefs per year on land issues.	Identify existing good quality, policy-relevant research for development of two policy briefs and for presentation at NLRA workshop.	<ul style="list-style-type: none"> LAND Project Staff. Partners identified as having produced high quality, policy-relevant research. 					Report identifying existing high quality, evidence-based research on land and justification that match policy priorities. Partnerships formed to provide technical support to researchers to produce policy briefs. 2 policy briefs produced Presentations made and policy briefs disseminated at NLRA workshop.
	Use competitive grants/subcontracts (SAF) mechanism to support development of at least one policy brief based on the findings of the vulnerability assessment and/or the adaptive approach research.	<ul style="list-style-type: none"> Rwandan partners and international technical expertise TBD based on proposals submitted by local partners. 					One policy brief based upon the finds of the vulnerability assessment.
1.2.2. Provide platform for essential land policy information that is easily accessible.	Carry out an assessment of communications and advocacy capacity of partners combined with mapping public awareness raising efforts on land law and rights and an assessment of how Rwandan citizens receive information most effectively. Findings used to inform capacity needs of partners bidding for SAF support.	<ul style="list-style-type: none"> OSC, LAND Project staff Consultation with local partners 					Presentation of preliminary findings presented at SAF bidders conference. Final report on assessment findings.

Deliverable	Tasks	Partners	Q1	Q2	Q3	Q4	Milestones
	Begin developing a portal to enhance research capacity building and communications, share land policy information, as well as publicize project-supported policy relevant research. Portal to include document exchange and review capacity.	<ul style="list-style-type: none"> • OSC • Local IT partner TBD • LAND Project staff 					Feasibility study, proposal for portal design, and detailed action plan for initiating and sustaining portal. IT partner identified. Beta version of portal developed.
	Map existing public awareness raising efforts on land law and rights, assessing how people get their information and roles of different local actors. Engage in consultations with key civil society informants and via community meetings that will also provide a venue for discussing land-related research and articulating possible action plans. Use assessment to devise strategies for effective communications and outreach, drawing on domestic and international best practices.	<ul style="list-style-type: none"> • OSC, • Imbaraga, • LAND Project staff • Consultation with partners, including SFCG, LandNet, Haguruka, RCN, MAJ, research institutes, members, JRLOS, District Land Bureaus, and Local Land Committees. 					At least two community discussions held. Report submitted. Presentation of findings at SAF bidders conference for public awareness support.
1.2.3. Develop a land dispute database for information sharing.	Map existing sources of information for creating a database on land disputes; identify target audience, how it will be populated, infrastructure needs and potential (long-term) hosts and maintenance strategy, including links to the Legal Information Portal.	LAND Project Staff, liaising with local partners (e.g. Axis/MINIJUST, IRDP, INES, Haguruka, RISD, LandNet, RCN)					Jan: Draft report prepared. Mar: Presentation of findings delivered at brownbag or other forum

Deliverable	Tasks	Partners	Q1	Q2	Q3	Q4	Milestones
1.2.4. Partner with key GOR stakeholders to identify concrete ways to strengthen existing mechanisms for enhanced coordination with locally based <i>Abunzi</i> .	Assess capacity needs of <i>Abunzi</i> , map existing <i>Abunzi</i> capacity building efforts and identify strategy for coordination of <i>Abunzi</i> capacity building . Hold at least three community discussions as part of the assessment to gather information on <i>Abunzi</i> capacity and solicit recommendations.	LAND Project Staff in collaboration with <i>Abunzi</i> Secretariat, MINALOC, local partners, local government, judges, <i>Abunzi</i> and communities.					Presentation of draft report at NLRA workshop for validation Final report
	Draw on <i>Abunzi</i> capacity gaps and assets identified by assessment, identify capacity building partners and work with partners to identify funding resources to support <i>Abunzi</i> capacity and capacity building work of partners.	<i>Abunzi</i> Secretariat MAJ, LAND Project staff in collaboration with MINALOC, RCN, RISD, SFCG, ILPD and other partners TBD					Meeting bringing together donors and capacity building partners held to highlight funding needs for <i>Abunzi</i> capacity building.
	Support development of a draft annual capacity building plan for <i>Abunzi</i> .	<i>Abunzi</i> Secretariat, MAJ and LAND project staff/consultant in partnership with MINALOC, RCN, RISD, SFCG, ILPD and other partners TBD					Draft annual capacity building plan developed.

Deliverable	Tasks	Partners	Q1	Q2	Q3	Q4	Milestones
	Develop a plan to strengthen the capacity of MAJ to sustain <i>Abunzi</i> training.	<i>Abunzi</i> Secretariat, MAJ and LAND project staff/ consultant in partnership with RCN, RISD, SFCG, ILPD and other partners TBD					Draft annual capacity building plan for MAJ TOT developed as part of overarching draft annual plan for <i>Abunzi</i> capacity building.

Objective 1: Increased capacity of local Rwandan institutions to generate high quality evidence-based research on land-related issues that can be used by Rwandan citizens, civil society organizations, and Government.

Activity 1.3: Support targeted vulnerability assessments and pilot models aimed at improving management of Rwanda’s ecological systems and the interface between social and ecological systems in ways that increase both human and ecological resilience.

Deliverable	Tasks	Partners	Q1	Q2	Q3	Q4	Milestones
1.3.1. Facilitate the development of at least one vulnerability assessment and/or pilot model design per year on a topic identified by key GOR and civil society stakeholders	Use competitive grants/subcontract mechanism to support development of one vulnerability/resilience assessment.	<ul style="list-style-type: none"> Rwandan partners and international technical expertise TBD based on proposals submitted by local partners. 					<p>Awardees selected by review panel. First quarterly reports from awardees received.</p> <p>3 forums held to present (early) findings to policy-makers and other stakeholders, and policy implications. Draft report on findings from vulnerability/resilience assessment</p> <p>2 draft research reports; 1 final research report produced assessing outcomes of land-related policy implementation.</p>
	Initiate a gender analysis of land-related law and implementation of policy and law in Rwanda, including analysis of vulnerabilities related to gender, customary vs. statutory tenure affecting gendered land rights, extent of application of customary and statutory law by dispute resolution bodies.	Haguruka, International gender experts (law and social science) TBD. Consult with GMO, NWC, MIGEPROF, MINALOC. Reach out to NWC to disseminate findings.					<p>SOW drafted, international gender experts and Haguruka staff identified to carry out assessment. Legal analysis completed.</p>

Objective 1: Increased capacity of local Rwandan institutions to generate high quality evidence-based research on land-related issues that can be used by Rwandan citizens, civil society organizations, and Government.

Activity 1.4: Build local capacity and provide targeted technical assistance to enable local civil society organizations, research institutions, and universities to carry out quality research and present findings to officials; create linkages with external research organizations that can provide support during and beyond the life of the project.

Deliverable	Tasks	Partners	Q1	Q2	Q3	Q4	Milestones
1.4.1. Partner with, and provide sustained technical assistance to, at least one civil society organization, one public or private research institute, and one university per year, focusing on land research capacity building.	Use competitive grants/subcontract mechanism (SAF) to support sustained technical assistance to at least one CSO, one research institute and one university per year to strengthen research capacity and partnership with international research organizations.	<ul style="list-style-type: none"> Rwandan partners and international technical expertise TBD based on proposals submitted by local partners. 					Awardees selected by review panel. First quarterly reports from awardees received. 3 forums held to present (early) findings to policy-makers and other stakeholders, and policy implications.
1.4.2. Increase citizens and civil society's capacity to participate in research and government policies on land.	Use competitive grants/subcontract mechanism (SAF) to support technical assistance to improve the policy advocacy capacity of at least one CSO, one research institute, and one university per year – drawing on high quality research.	Rwandan partners and international technical expertise TBD based on proposals submitted by local partners.					Awardees selected by review panel. First quarterly reports from awardees received. 3 forums held to present (early) findings to policy-makers and other stakeholders, and policy implications.
	Begin developing a portal to enhance research capacity building and communications, share land policy information, as well as publicize project-supported policy relevant research. Portal to include document exchange and review capacity.	OSC Local IT partner TBD LAND Project Staff					Feasibility study, proposal for portal design, and detailed action plan for initiating and sustaining portal. IT partner identified. Beta version of portal developed.
1.4.3. Conduct rapid needs/capacity assessments, using results to structure capacity building programs aimed at improving research skills, design, and methods	Map land sector partners – what they do, where, how much. Identify land research capacity needs of local Rwandan partners. Use assessment to inform competitive mechanism for policy research capacity building and other capacity development actions.	<ul style="list-style-type: none"> NORC Rwandan Partners 					Report identifying land sector partners and their capacity to produce evidence-based policy research on land. Presentation of findings at SAF bidders conference.

Deliverable	Tasks	Partners	Q1	Q2	Q3	Q4	Milestones
and deepening conceptual understanding of complex land tenure issues.							
1.4.4. Establish and initially support at least two sustainable partnerships between foreign land research entities and local Rwandan partners.	Use competitive grants/subcontract mechanism (SAF) to support formation of at least two partnerships between foreign research institutes and Rwandan partners via competitive subcontracts, which may include participation in regional conferences and/or exchange programs	Rwandan partners and international technical expertise TBD based on proposals submitted by local partners.					Awardees selected by review panel. First quarterly reports from awardees received. 3 forums held to present (early) findings to policy-makers and other stakeholders, and policy implications. At least one regional conference and/or exchange program proposed or implemented.
1.4.5. Support exchanges between Rwandan and international universities that strengthen land –related research capacity of faculty and students in multiple disciplines.	Develop a proposal framing collaboration between a local university, the Gender Monitoring Office and an international university in support of strengthening research on land rights issues facing women and other vulnerable groups.	Rwandan university TBD; International university TBD, GMO, LAND Project staff to undertake investigation and establish partnership.					Local and international university partners identified. Draft proposal developed.

Objective 1: Increased capacity of local Rwandan institutions to generate high quality evidence-based research on land-related issues that can be used by Rwandan citizens, civil society organizations, and Government.

Activity 1.5: Support the use of an adaptive management approach to land-related policy implementation.

Deliverable	Tasks	Partners	Q1	Q2	Q3	Q4	Milestones
1.5.1. Partner with, and provide sustained technical assistance to, at least one CSO, one public or private research institute, and one university per year, focusing on public policy implementation capacity building based on adaptive management approaches.	Use competitive grants/subcontract mechanism (SAF) to support sustained technical assistance to at least one CSO, one research institute and one university per year to monitor land-related policy implementation using adaptive approaches, resulting in 3 studies per year.	<ul style="list-style-type: none"> Rwandan partners and international technical expertise TBD based on proposals submitted by local partners. 					Awardees selected by review panel. First quarterly reports from awardees received. 3 forums held to present (early) findings to policy-makers and other stakeholders, and policy implications.
1.5.2. Facilitate the development and strategic dissemination of at least three research reports per year that draw on adaptive approaches to monitoring land-related policy implementation.	Development and strategic dissemination of at least three research reports per year that draw on adaptive management approaches to monitor land-related policy implementation, drawing on studies under deliverable 1.5.1.	Rwandan partners and international technical expertise TBD based on proposals submitted by local partners.					2 draft research reports 1 final research report assessing outcomes of land-related policy implementation.

Objective 2: Increased understanding of land laws, policies, regulations, and legal judgments on land-related issues by local GOR officials, civil society organizations, research institutes, and citizens.

Activity 2.1: Capacity building for local civil society organizations to better enable them to engage in development of policy and plans around land and to monitor and provide feedback to policy makers and officials on implementation; work with communities on community land management issues; conduct independent research and analysis; and advocate for improved policies, plans, and implementations, and the public interest in general.

Deliverable	Tasks	Partners	Q1	Q2	Q3	Q4	Milestones
2.1.1 Partner with and provide sustained technical assistance to, at least one CSO, one public or private research institute, and one university per year, focusing on capacity building in the areas outlined above.	Map land sector partners – what they do, where, how much. Identify land research capacity needs of local Rwandan partners. Use assessment to inform competitive mechanism for policy research capacity building and other capacity development actions.	<ul style="list-style-type: none"> NORC Rwandan Partners 					Report identifying land sector partners and their capacity to produce evidence-based policy research on land. Presentation of findings at SAF bidders conference.
	Provide training of trainers to members of the Abunzi Secretariat, MAJ, and ILPD to equip them with the capacity to undertake rigorous training of cell and sector level Abunzi on land related issues.	Abunzi Secretariat, MAJ, ILPD, RCN and other providers of Abunzi training.					Training of Trainers materials produced or adapted from existing materials. Workshop held Conclusions of workshop and action plan for next steps drafted.
	Begin developing a portal to enhance research capacity building and communications, share land policy information, as well as publicize project-supported policy relevant research. Portal to include document exchange and review capacity.	OSC Local IT partner TBD Land Project Staff					Feasibility study, proposal for portal design, and detailed action plan for initiating and sustaining portal. IT partner identified. Beta version of portal developed.

Deliverable	Tasks	Partners	Q1	Q2	Q3	Q4	Milestones
2.1.2. Build a land dispute resolution database and monitoring system to help GOR and CSO providers of legal assistance collect critical information about <i>Abunzi</i> -mediated cases and those that move on to legal aid providers and/or courts.	Map existing sources of information for creating a database on land disputes, identify target audience, how it will be populated, infrastructure needs and potential (long-term) hosts and maintenance strategy, including links to the LIP.	LAND Project Staff, liaising with local partners (e.g. Axis/MINIJUST, IRDP, INES, Haguruka, RISD, LandNet, RCN)					Draft report prepared. Presentation of findings delivered at brownbag or other forum
2.1.3. Support regular analysis and dissemination of data from new land dispute database	TO BE INITIATED IN SUBSEQUENT YEAR						
2.1.4. Expand capacity assessment of service providers: to take on a more active role in research-based advocacy, many legal aid providers needed strengthened technical and management capacity, particularly on land law and related disputes.	TO BE INITIATED IN SUBSEQUENT YEAR						
2.1.5. Expand capacity assessment of service providers: to take on a more active role in research-based advocacy, many legal aid providers need strengthened technical and management capacity, particularly on land law and related disputes.	Work with Haguruka to train legal aid providers and defense lawyers on the legal framework governing land with a focus on land rights of vulnerable groups, including women and children.	Haguruka, LAF, KBA					Training workshop delivered.

Deliverable	Tasks	Partners	Q1	Q2	Q3	Q4	Milestones
	Leverage training workshop by Haguruka to conduct an assessment of legal aid providers capacity to use research findings to improve the quality of their services and advocacy efforts.	LAND Staff, Haguruka, LAF					Assessment completed and disseminated to legal aid community via LAF and KBA.

Objective 2: Increased understanding of land laws, policies, regulations, and legal judgments on land-related issues by local GOR officials, civil society organizations, research institutes, and citizens.

Activity 2.2: Target and defend the rights of vulnerable groups, widows, orphans, and genocide survivors by exploring opportunities to partner with Legal Aid Forum, local law schools, and the Ministry of Justice.

Deliverable	Tasks	Resources	Q1	Q2	Q3	Q4	Milestones
2.2.1. Facilitate a tripartite partnership between the Legal Forum, one (or more) local law schools, and the Ministry of Justice to identify concrete plans on increasing the provision of legal aid to the vulnerable groups listed above, focusing on public interest litigation.	Work with Haguruka to train legal aid providers and defense lawyers on the legal framework governing land with a focus on land rights of vulnerable groups, including women and children.	<ul style="list-style-type: none"> Hagaruka, LAF, KBA 					Training workshop delivered.
2.2.2. Strengthen research into underlying issues for vulnerable groups and land rights.	Initiate a gender analysis of land-related law and implementation of policy and law in Rwanda, including analysis of vulnerabilities related to gender, customary vs. statutory tenure affecting gendered land rights, extent of application of customary and statutory law by dispute resolution bodies.	<ul style="list-style-type: none"> Haguruka, International gender experts (law and social science) TBD. Consult with and harvest existing information from GMO, MIGEPROF, NWC, MINALOC. Reach out to NWC to disseminate findings. 					International gender experts and Haguruka staff identified to carry out assessment. Legal analysis completed.

	Develop a proposal framing collaboration between a local university, the Gender Monitoring Office and an international university in support of strengthening research on land rights issues facing women and other vulnerable groups.	<ul style="list-style-type: none"> Local and international university TBD GMO 					Local and international university partners identified. Draft proposal developed.
2.2.3. Partner with MAJ, Haguruka, CARE, RCN Justice & Democratie, and FHP to raise public awareness about land laws and rights, as well as channels for protecting those rights.	Carry out an assessment of communications and advocacy capacity of partners combined with mapping public awareness raising efforts on land law and rights and an assessment of how Rwandan citizens receive information most effectively. Findings used to inform capacity needs of partners bidding for SAF support.	OSC, LAND Project staff in consultation with local partners					Report submitted. Presentation of findings at SAF bidders conference.
	Map existing public awareness raising efforts on land law and rights, assessing how people get their information (reviewing DHS and other studies) and roles of different local actors. Engage in consultations with key civil society informants and via community meetings that will also provide a venue for discussing land-related research and articulating possible action plans. Use assessment to devise strategies for effective communications and outreach, drawing on domestic and international best practices.	OSC, Imbaraga, LAND Project staff in consultation with partners, including SFCG, LandNet, Haguruka, RCN, MAJ, research institutes, members, JRLOS, District Land Bureaus, and Local Land Committees.					At least two community discussions held. Report submitted. Presentation of findings at SAF bidders conference.
	Create a working group around public awareness and facilitate coordination of public awareness raising approaches by partners, identifying effective media and channels and promoting synergies/consistent messages.	LandNet, Imbaraga, SFCG, MAJ, Hagaruka, RCN, and LAND Project staff in collaboration with other local partners identified via communications assessment.					Participants of working group identified and invited to participate. First working group meeting held; best practices and lessons learned in public awareness raising on land shared. Second meeting held and strategy produced by working group on how to enhance coordination and effectiveness of public awareness raising approaches around land rights.

	Work with reps from KBA, LAF, Haguruka and the Supreme Court to identify urgent land-related cases for treating during Legal Aid Week.	LAND Project Staff, KBA and LAF					Report summarizing land –related cases prepared.
	Work with LAF, KBA and MINIJUST to feature land as key theme during Legal Aid Week and to encourage pro-bono legal assistance for land cases presented during Legal Aid Week.	KBA, LAF, MINIJUST, LAND Project staff					Meetings held with partners to advocate for land theme during Legal Aid week using report on urgent land-related cases.
	Provide logistic support (transport, per diem) to pro bono legal aid providers working in remote areas to represent vulnerable clients during Legal Aid week	LAND staff provide logistic support for pro bono legal aid providers.					10 legal aid providers supported to assist vulnerable clients during Legal Aid week.
2.2.4. Issue competitive subcontracts for local groups to deliver public awareness programs, partnering these groups with international experts.	Issue competitive bid to subcontract a local organizations to deliver public awareness, potentially to highlight key changes introduced by the new Land Law and research on the implications of its implementation.	TBD					Request for proposals released. Local organization selected to provide public awareness on timely land-related issue, policy, law and associated research findings.

Objective 2: Increased understanding of land laws, policies, regulations, and legal judgments on land-related issues by local GOR officials, civil society organizations, research institutes, and citizens.

Activity 2.3: Strengthen the legal knowledge and capacity of the *Abunzi* to provide quality justice and to mediate more cases rather than adjudicate, and also increase the capacity of the MAJ to provide quality legal aid services and training to the *Abunzi*.

Deliverable	Tasks	Partners	Q1	Q2	Q3	Q4	Milestones
2.3.1. Develop and implement, in close partnership with key stakeholders, a comprehensive annual training plan for <i>Abunzi</i> , focusing on land issues,	Assess capacity needs of <i>Abunzi</i> , map existing <i>Abunzi</i> capacity building efforts and identify strategy for coordination of <i>Abunzi</i> capacity building . Hold at least three community discussions as part of the assessment to gather information on <i>Abunzi</i> capacity and solicit recommendations.	LAND Project Staff in consultation with <i>Abunzi</i> Secretariat, MINALOC, local partners, local government, judges, <i>Abunzi</i> and communities.					Presentation of draft findings at NLRA workshop for validation Final report
2.3.2. Conduct an assessment of <i>Abunzi</i> , including a longitudinal review of cases and judgments, institutional capacity, and use of statutory vs. customary law in decisions.	Draw on <i>Abunzi</i> capacity gaps and assets identified by assessment, identify capacity building partners and work with partners to identify funding resources to support <i>Abunzi</i> capacity and capacity building work of partners.	<i>Abunzi</i> Secretariat MAJ, LAND Project staff in collaboration with MINALOC, RCN, RISD, SFCG, ILPD and other partners TBD					Meeting bringing together donors and capacity building partners held to highlight funding needs for <i>Abunzi</i> capacity building.
	Support development of a draft annual capacity building plan for <i>Abunzi</i> .	<i>Abunzi</i> Secretariat, MAJ and LAND project staff/consultant in partnership with MINALOC, RCN, RISD, SFCG, ILPD and other partners TBD					Draft annual capacity building plan developed

2.3.3. Develop coordinated cadre of <i>Abunzi</i> trainers and help the Secretariat implement annual training plans	Provide training of trainers to members of the <i>Abunzi</i> Secretariat, MAJ, and ILPD to equip them with the capacity to undertake rigorous training of cell and sector level <i>Abunzi</i> on land related issues.	<i>Abunzi</i> Secretariat, MAJ, ILPD, RCN and other providers of <i>Abunzi</i> training.				Training of Trainers materials produced or adapted from existing materials.
2.3.4. Develop and implement a plan to strengthen the capacity of the MAJ to sustain trainings in the training plan referenced above.	Develop a plan to strengthen the capacity of MAJ to sustain <i>Abunzi</i> training.	<i>Abunzi</i> Secretariat, MAJ and LAND project staff/ consultant in partnership with RCN, RISD, SFCG, ILPD and other partners TBD				Draft annual capacity building plan for MAJ TOT developed as part of overarching draft annual plan for <i>Abunzi</i> capacity building.

Objective 2: Increased understanding of land laws, policies, regulations, and legal judgments on land-related issues by local GOR officials, civil society organizations, research institutes, and citizens.

Activity 2.4: Provide inclusive planning and policy development support to the Ministry of Justice, Supreme Court, Parliament, and civil society to enable more inclusive, evidence-based planning and policy development around land-related justice issues.

Deliverable	Tasks	Partners	Q1	Q2	Q3	Q4	Milestones
2.4.1. Partner with stakeholders mentioned above to strengthen existing mechanisms for enhanced coordination and the facilitation of evidence-based planning and policy development related to land/justice issues.	Initiate research on existing coordination mechanisms among MINIJUST, Supreme Court, Parliament and civil society and clarify the role of the LDSS in and role of LDSS in supporting coordination.	LAND Project Staff, MINIJUST, Supreme Court, Parliament, LDSS, Law Reform Commission, CSO partners					Proposal for research methodology developed.
2.4.2. Work with ILPD to develop curriculum and research capacity, synchronized with universities, with incorporate lessons from research and legal aid database analysis of common disputes	TO BE INITIATED IN SUBSEQUENT YEAR						
2.4.3. Partner with universities to support new and improved curricula on land law, conflict management, management, and use, including exploring development of an LL.M. on land tenure and property law	TO BE INITIATED IN SUBSEQUENT YEAR						

Cross-cutting (Objectives 1 and 2)

Deliverable	Tasks	Partners	Q1	Q2	Q3	Q4	Milestones
CC 1. Deliver at least two national workshops and five community discussions per year in Rwanda to summarize and highlight the research results and result in the development of an action plan at the community and national levels.	Map existing public awareness raising efforts on land law and rights, assessing how people get their information (reviewing DHS and other studies) and roles of different local actors. Engage in consultations with key civil society informants and via community meetings that will also provide a venue for discussing land-related research and articulating possible action plans. Use assessment to devise strategies for effective communications and outreach, drawing on domestic and international best practices.	OSC, Imbaraga, LAND Project staff in consultation with partners, including SFCG, LandNet, Haguruka, RCN, MAJ, research institutes, members, JRLOS, District Land Bureaus, and Local Land Committees.					At least two community discussions held. Report submitted. Presentation of findings at SAF bidders conference.
	Host meetings – whether brown bag or via existing forums – to serve as venues for the GoR and other partners to receive and discuss land-related research findings and their policy implications, and identify appropriate strategies and action plans for piloting policy recommendations and for policy reform.	GoR, Law Reform Commission and other partners as hosts. LAND Project staff to help identify hosts and relevant research.					LAND-related policy research presented in two forums.
	Provide training of trainers to members of the Abunzi Secretariat, MAJ, and ILPD to equip them with the capacity to undertake rigorous training of cell and sector level Abunzi on land related issues.	Abunzi Secretariat, MAJ, ILPD, RCN and other providers of Abunzi training.					Training of Trainers materials produced or adapted from existing materials.

	Begin developing a portal to enhance research capacity building and communications, share land policy information, as well as publicize project-supported policy relevant research. Portal to include document exchange and review capacity.	OSC, local IT partner TBD					Feasibility study, proposal for portal design, and action plan for initiating and sustaining portal. IT partner identified. Beta version of portal developed.
	Map existing public awareness raising efforts on land law and rights, assessing how people get their information (reviewing DHS and other studies) and roles of different local actors. Engage in consultations with key civil society informants and via community meetings that will also provide a venue for discussing land-related research and articulating possible action plans. Use assessment to devise strategies for effective communications and outreach, drawing on domestic and international best practices.	OSC, Imbaraga, LAND Project staff in consultation with partners, including SFCG, LandNet, Haguruka, RCN, MAJ, research institutes, members, JRLOS, District Land Bureaus, and Local Land Committees.					Sept: At least two community discussions held. Report submitted. Presentation of findings at SAF bidders conference.
CC 2. Host biannual meetings to discuss the finding of researchers and practitioners.	Host meetings – whether brown bag or via existing forums – to serve as venues for the GoR and other partners to receive and discuss land-related research findings and their policy implications, and identify appropriate strategies and action plans for piloting policy recommendations and for policy reform.	GoR, Law Reform Commission and other partners as hosts. LAND Project staff to help identify hosts and relevant research.					Land-related policy research presented in two forums

Proposed Activities and Outputs Not Associated with Contract Deliverables

Deliverable	Tasks	Partners	Q1	Q2	Q3	Q4	Milestones
Quarterly LAND Project Newsletter	Produce a quarterly newsletter on the LAND Project, including updates on project activities, events, research supported, announcement of competitive mechanism bids, summary of research findings, capacity building events, etc.. Two pager, distributed to partners via email. Also, publish on portal when established.	LAND Project Staff					Two quarterly newsletters produced and disseminated.
	Provide capacity building support to the RNRA, MINIRENA, select District Land Bureaus, and other GoR partners to be able to establish criteria for policy research, evaluate the quality of research, and ultimately value and use policy research findings to inform development and amendment of land policy.	RNRA, District Land Bureaus, Law Reform Commission, Policy drafting bodies of Ministries, LAND Project Staff, NORC					3 day course targeting GoR partners completed.
	Assess potential for NUR's Rwanda Law Journal to host a thematic issue on land to serve as a dissemination outlet for high quality land-related research (including that supported by the project and otherwise).	NUR, LAND Project Staff, TBD partners generating high quality research on land.					Decision by NUR secured as to whether will publish special issue on land. Potential articles for special issue identified.
	Work with GoR partners to identify policy recommendations for piloting and monitoring.	RNRA, Land Project Staff; other partners TBD.					Initial ideas for pilots discussed.
	Provide TA to RNRA on public awareness raising priorities (e.g. communicating benefits, law and procedures for registering land transactions), drawing on established effective practices.	RNRA. NORC/OSC, LandNet					Draft communications strategy developed and ready for piloting.

Annex 2: Year 1 Tasks Grouped by Activity Clusters with Associated First Year Milestones

1. Strengthening Land Policy Research, Communications, and Advocacy Capacity

Initiation	Tasks	Partners	Associated Contract Deliverables	Target Year 1 Milestones
Q1	Map land sector partners – what they do, where, how much. Identify land research capacity needs of local Rwandan partners. Use assessment to inform competitive mechanism for policy research capacity building and other capacity development actions.	NORC Rwandan partners	1.4.3. 1.1.1.	Report identifying land sector partners and their capacity to produce evidence-based policy research on land. Presentation of findings at SAF bidders conference.
Q1	Strengthen coordination and elicit land-related research priorities of RNRA, MINIRENA and MINIJUST via quarterly meetings.	RNRA, MINIRENA, MINIJUST, LAND Project Staff	1.1.3, 1.1.1	List of GoR partner research priorities compiled by project.
Q1	Identify existing good quality, policy-relevant research for development of two policy briefs and for presentation at NLRA workshop.	LAND Project Staff. Partners identified as having produced high quality, policy-relevant research.	1.1.4, 1.2.1,	Report identifying existing high quality, evidence-based research on land and justification – that matches policy priorities -- for selection. Partnerships formed to provide technical support to researchers to produce policy briefs. 2 policy briefs produced Presentations and dissemination of policy briefs at NLRA workshop.
Q1	Deliver first annual National Land Research Agenda workshops. Identify next steps and action plans by participant institutions.	RNRA, MINIRENA, MINIJUST as hosts. IPAR organize. IRDP role?	1.1.4 , 1.1.1, 3.1.1	Workshop held and research priorities identified.
Q1	Carry out an assessment of communications and advocacy capacity of partners combined with mapping public awareness raising efforts on land law and rights and an assessment of how Rwandan citizens receive information most effectively. Findings used to inform capacity needs of partners bidding for SAF support.	OSC, LAND Project staff in consultation with local partners	2.1.1., 2.2.3, 1.2.2	Report submitted. Presentation of findings at SAF bidders conference.
Q1	Establish competitive mechanism to support generation of policy research, policy advocacy and research and advocacy capacity building.	LAND Project Staff in consultation with partners		Criteria for evaluation and review panel identified. 3-4 bids released.

				Bidders conference held to explain mechanism and provide guidance for prospective bidders.
Q2	<p>Support research via competitive grants/subcontracts (SAF), specifically:</p> <ul style="list-style-type: none"> • One vulnerability/resilience assessment (1.3.1); • Development of at least one policy brief based on the findings of the vulnerability assessment and/or the adaptive approach research (1.2.1); • Sustained technical assistance to at least one CSO, one research institute and one university per year to strengthen research capacity and partnership with international research organizations (1.4.1); • Formation of at least two partnerships between foreign research institutes and Rwandan partners via competitive subcontracts, which may include participation in regional conferences and/or exchange programs (1.4.4); • Sustained technical assistance to at least one CSO, one research institute and one university per year to monitor land-related policy implementation using adaptive approaches, resulting in 3 studies per year (1.5.1); • Development and strategic dissemination of at least three research reports per year that draw on adaptive management approaches to monitor land-related policy implementation (1.5.2); and • Technical assistance to improve the policy advocacy capacity of at least one CSO, one research institute, and one university per year – drawing on high quality research (1.4.2; 2.1.1). 	Rwandan partners and international technical expertise TBD based on proposals submitted by local partners.	1.3.1, 1.2.1, 1.4.1, 1.4.4., 1.5.1, 1.5.2., 2.1.1.	<p>Awardees selected by review panel.</p> <p>First quarterly reports from awardees received.</p> <p>3 forums held to present (early) findings to policy-makers and other stakeholders, and policy implications.</p> <p>Draft report on findings from vulnerability/resilience assessment</p> <p>2 draft research reports;</p> <p>1 final research report assessing outcomes of land-related policy implementation.</p> <p>Draft policy brief produced from one of the above studies.</p>
Q2	<p>Map existing sources of information for creating a database on land disputes, identify target audience, how it will be populated, infrastructure needs and potential (long-term) hosts and maintenance strategy, including links to the Legal Information Portal.</p>	LAND Project Staff, liaising with local partners (e.g. Axis/MINIJUST, IRDP, INES, Haguruka, RISD, LandNet, RCN)	1.2.3; 2.1.2	<p>Draft report prepared.</p> <p>Presentation of findings delivered at brownbag or other forum.</p>
Q3	Host meetings – whether brown bag or via existing forums	GOR, Law Reform	3.1.1; 3.1.2;	LAND-related policy research presented in

	– to serve as venues for the GoR and other partners to receive and discuss land-related research findings and their policy implications, and identify appropriate strategies and action plans for piloting policy recommendations and for policy reform.	Commission and other partners as hosts. LAND Project staff to help identify hosts and relevant research.	1.1.1	two forums..
Q3				
Q3	Begin developing a portal to enhance research capacity building and communications, share land policy information, as well as publicize project-supported policy relevant research. Portal to include document exchange and review capacity.	OSC, local IT partner TBD	1.2.2; 1.4.2; 2.1.1.; 3.1.1.	Feasibility study, proposal for portal design, and detailed action plan for initiating and sustaining portal. Beta version of portal developed.
Q3	Provide capacity building support to the RNRA, MINIRENA, select District Land Bureaus, and other GoR partners to be able to establish criteria for policy research, evaluate the quality of research, and ultimately value and use policy research findings to inform development and amendment of land policy.	RNRA, District Land Bureaus, Law Reform Commission, Policy drafting bodies of Ministries, LAND Project Staff, NORC	Not attached to contract deliverable.	3 day course targeting GoR partner completed.
Q4	Initiate a gender analysis of land-related law and implementation of policy and law in Rwanda, including analysis of vulnerabilities related to gender, customary vs. statutory tenure affecting gendered land rights, extent of application of customary and statutory law by dispute resolution bodies.	Haguruka, international gender experts (law and social science) TBD. Consult with and harvest existing information from GMO, MIGEPROF, NWC, MINALOC. Reach out to NWC for support to disseminate findings.	1.1.2; 2.2.2; 1.3.1	International gender experts and Haguruka staff identified to carry out assessment. Legal analysis completed.
Q4	Develop a proposal framing collaboration between a local university, the Gender Monitoring Office (GMO) and an international university in support of strengthening research on land rights issues facing women and other vulnerable groups.	Rwandan university TBD; International university TBD, GMO, LAND Project staff to help establish partnership.	1.4.5; 2.2.2.	Local and international university partners identified. Draft proposal developed.
Q4	Assess potential for NUR's Rwanda Law Journal to host a thematic issue on land to serve as a dissemination outlet for high quality land-related research (including that supported by the project and otherwise).	NUR, LAND Project Staff, TBD partners generating high quality research on land.	Not attached to contract deliverable.	Decision by NUR secured as to whether will publish special issue on land. Potential articles for special issue identified.
Q4	Work with GoR partners to identify policy	RNRA, Land Project	Not attached	Potential recommendations for piloting

	recommendations for piloting and monitoring.	Staff; other partners TBD.	to contract deliverable.	identified.
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2. Strengthening Coordination and Planning

Initiation	Tasks	Partners	Associated Contract Deliverables	Target Year 1 Milestones
Q1	Enhance coordination between GOR partners, research entities and civil society organizations via participation in existing forums (e.g. Land Thematic Working Group; LandNet, JRLOS Forum, agricultural forums, environmental forums).	LAND Project staff and other participating forum partners.	1.1.1.	LAND Project participation in at least four forums, providing ideas and suggestions for enhanced coordination. Memo articulating proposals for enhancing participation and coordination in different forums.
Q2	Host forum bringing together MINIJUST, MINIRENA, RNRA, MINALOC, Ombudsman to identify the different dispute claims each is receiving and to streamline process for managing these claims.	MINIJUST, MINIRENA, RNRA, Ombudsman, others?	1.1.1	Proposed process for streamlining claims drafted based on forum member discussions.
Q3	Identify host for a blog (linked to portal) to share policy-relevant research.	TBD: Potential hosts/contributors include RNRA, MINIJUST, ILPD, NUR, LandNet, RCN, IPAR, IRDP, INES.	1.1.1.	Blog host identified.
Q4	Initiate research on existing coordination mechanisms among MINIJUST, Supreme Court, Parliament and civil society and clarify the role of the LDSS in and role of LDSS in supporting coordination.	LAND Project Staff, MINIJUST, Supreme Court, Parliament, LDSS, Law Reform Commission, CSO partners	2.4.1.; 1.1.1	Proposal for research methodology developed.

3. Public Awareness Raising

Initiation	Tasks	Partners	Associated Contract Deliverables	Target Year 1 Milestones
Q1	Map existing public awareness raising efforts on land law and rights, assessing how people get their information (reviewing DHS and other studies) and roles of different local actors. Engage in consultations with key civil society informants and via community meetings that will also provide a venue for discussing land-related research and articulating possible action plans. Use assessment to devise strategies for effective communications and outreach, drawing on domestic and international best practices.	OSC, Imbaraga, LAND Project staff in consultation with partners, including SFCG, LandNet, Haguruka, RCN, MAJ, research institutes, members, JRLOS, District Land Bureaus, and Local Land Committees.	1.2.2; 2.2.3; 3.1.1;	At least two community discussions held. Report submitted. Presentation of findings at SAF bidders conference.
Q1	Produce a quarterly newsletter on the LAND Project, including updates on project activities, events, research supported, announcement of competitive mechanism bids, summary of research findings, capacity building events, etc.. Two pager, distributed to partners via email. Also, publish on portal when established.	LAND Project Staff	Not associated with contract deliverable	Two quarterly newsletter produced and disseminated.
Q2	Create a working group around public awareness and facilitate coordination of public awareness raising approaches by partners, identifying effective media and channels and promoting synergies/consistent messages.	LandNet, Imbaraga, SFCG, MAJ, Hagaruka, RCN, and LAND Project staff in collaboration with other local partners identified via communications assessment.	2.2.3., 1.1.1	At least two working group meetings held Best practices and lessons learned in public awareness raising on land shared. Strategy produced by working group on how to enhance coordination and effectiveness of public awareness raising approaches around land rights.
Q3	Provide TA to RNRA on public awareness raising priorities (e.g. communicating benefits, law and procedures for registering land transactions), drawing on established effective practices.	RNRA. NORC/OSC, LandNet	Not associated with contract deliverable.	Draft communications strategy for developed and ready for piloting.

Q3	Begin developing a portal to enhance research capacity building and communications, as well as publicize project supported policy relevant research. Link blog to portal.	OSC, local IT partner TBD	1.2.2; 1.4.2; 2.1.1.; 3.1.1.	Feasibility study, proposal for portal design, and detailed action plan for initiating and sustaining portal. Beta version of portal developed.
Q3	Issue competitive bid to subcontract a local organizations to deliver public awareness, potentially to highlight key changes introduced by the new Land Law and research on the implications of its implementation.	TBD	2.2.4	Request for proposals released. Local organization selected to provide public awareness on timely land-related issue, policy, law and associated research findings.

4. Other Capacity Building (*Abunzi*, legal aid providers)

Initiation	Tasks	Partners	Associated Contract Deliverables	Outputs Produced in Year 1
<i>ABUNZI</i>				
Q1	Assess capacity needs of <i>Abunzi</i>, map existing <i>Abunzi</i> capacity building efforts and identify strategy for coordination of <i>Abunzi</i> capacity building. Hold at least three community discussions as part of the assessment to gather information on <i>Abunzi</i> capacity and solicit recommendations.	LAND Project Staff in consultation with <i>Abunzi</i> Secretariat, MINALOC, local partners, local government, judges, <i>Abunzi</i> and communities.	1.2.4; 2.3.1; 3.1.1.	Presentation of findings at NLRA workshop for validation Final report
Q1	Draw on <i>Abunzi</i> capacity gaps and assets identified by assessment, identify capacity building partners and work with partners to identify funding resources to support <i>Abunzi</i> capacity and capacity building work of partners.	<i>Abunzi</i> Secretariat MAJ, LAND Project staff in collaboration with MINALOC, RCN, RISD, SFCG, ILPD and other partners TBD	1.2.4; 2.3.2.	Meeting bringing together donors and capacity building partners held to highlight funding needs for <i>Abunzi</i> capacity building.
Q2	Support development of a draft annual capacity building plan for <i>Abunzi</i>.	<i>Abunzi</i> Secretariat, MAJ and LAND project staff/consultant in partnership with MINALOC, RCN,	1.2.4; 2.3.2;	Draft annual capacity building plan developed

		RISD, SFCG, ILPD and other partners TBD		
Q2	Develop a plan to strengthen the capacity of MAJ to sustain <i>Abunzi</i> training.	<i>Abunzi</i> Secretariat, MAJ and LAND project staff/ consultant in partnership with RCN, RISD, SFCG, ILPD and other partners TBD	1.2.4; 2.3.4	Draft annual capacity building plan for MAJ TOT developed as part of overarching draft annual plan for <i>Abunzi</i> capacity building.
Q3	Provide training of trainers to members of the <i>Abunzi</i> Secretariat, MAJ, and ILPD to equip them with the capacity to undertake rigorous training of cell and sector level <i>Abunzi</i> on land related issues.	<i>Abunzi</i> Secretariat, MAJ, ILPD, RCN and other providers of <i>Abunzi</i> training	2.1.1; 2.3.3; 3.1.1	Training of Trainers materials produced or adapted from existing materials. Workshop held Conclusions of workshop and action plan for next steps drafted.
LEGAL AID PROVIDERS				
Q1	Work with reps from KBA, LAF, Haguruka and the Supreme Court to identify urgent land-related cases for treating during Legal Aid Week.	LAND Project Staff, KBA and LAF	2.2.3.	Report summarizing land –related cases prepared.
Q2	Work with LAF, KBA and MINIJUST to feature land as key theme during Legal Aid Week and to encourage pro-bono legal assistance for land cases presented during Legal Aid Week.	KBA, LAF, MINIJUST, LAND Project staff	2.2.3	Meetings held with partners to advocate for land theme during Legal Aid week using report on urgent land-related cases.
Q3	Work with Haguruka to train legal aid providers and defense lawyers on the legal framework governing land with a focus on land rights of vulnerable groups, including women and children.	Hagaruka	2.1.5; 2.	Training workshop delivered.
Q3	Leverage training workshop by Haguruka to conduct an assessment of legal aid providers' capacity to use research findings to improve the quality of their services and advocacy efforts.	LAND Staff, Hagaruka, LAF	2.1.5.	Assessment completed and disseminated to legal aid community via LAF and KBA.
Q3	Provide logistic support (transport, per diem) to pro bono legal aid providers working in remote areas to represent vulnerable clients during Legal Aid week	LAND staff provide logistic support for pro bono legal aid providers.	2.2.3.	10 legal aid providers supported to assist vulnerable clients during Legal Aid week.

Annex 3: IEE Screenings – Democracy and Governance; Economic Growth

Regulation 216 Compliance / Environmental Verification Form

This form helps in screening activities and serve as a check-list for new and existing projects to see their compliance with the current IEE or if a new IEE or amendment is required. The forms will be used to compile the annual environmental compliance report.

USAID/Rwanda, DG Program	
Award Name and Number LAND Project. Contract No.: AID-696-C-12-00002	Date of Screening July 9, 2012
Name of Prime Implementing Organization Chemonics International	Date of the award May 17, 2012
Geographic location of USAID-funded activities (Province, District): Entire country, though mainly Kigali	Funding Period for this award May 17, 2012 to May 16, 2017
This report prepared by: Anna Knox	

Key Elements of Program/Activities Implemented		Yes	No
1	<ul style="list-style-type: none"> • education, technical assistance or training programs • analyses, studies, academic or research workshops and meetings; • document and information transfers; • Nutrition, care, or family planning services except to the extent designed to include activities directly affecting the environment (such as construction of facilities, water supply systems, and waste water treatment). 	X X X	
2	Sub grant/Awards	X	
3	Other activities that are not covered by the above categories		

Please note:

- All Special Activities Fund initiatives require an environmental review before approval.
- The Rwandan regulation has a list of activities needing a full IEE. The list of activities by this ministerial order is annexed. In such case, your implementing partner should work with the GOR line agency to see if the USAID's environmental review is acceptable by GOR. Such projects need to do an environmental review.

Annex: Ministerial order _list of activities requiring EIA.

<p>UMUGEREKA W'ITEKA RYA MINISITIRI N°004/2008 RYO KUWA 15/08/2008 RIGENA URUTONDE RW'IMIRIMO, IBIKORWA N'IMISHINGA IGOMBA GUKORERWA ISUZUMANGARUKA KU BIDUKIKIJE</p> <p>I. Ibikorwa Remezo :</p> <ol style="list-style-type: none"> 1. Guhanga imihanda mishya ihuza u Rwanda n'ibindi bihugu, imihanda minini y'igihugu, n'imihanda mu turere. Gusana no guhanga amateme manini ; 2. kubaka inganda n'imirimo ikorerwamo ; 3. kubaka, ingomero n'imiyoboro y'amashanyarazi ; 4. kubaka ingomero z'amazi n'ibiyaga-mpangano byo kubika amazi agenewe ubuhinzi n'ubworozi ; 5. kubaka imiyoboro itwara peteroli n'ibiyikomokaho, gazi n'ibigega byo kubihunikamo; 	<p>ANNEX TO THE MINISTERIAL ORDER N°004/2008 OF 15/08/2008 ESTABLISHING THE LIST OF WORKS, ACTIVITIES AND PROJECTS THAT HAVE TO UNDERTAKE AN ENVIRONMENTAL IMPACT ASSESSMENT</p> <p>I. Infrastructure :</p> <ol style="list-style-type: none"> 1. Construction and repair of international roads, national roads, district roads and repair of large bridges; 2. construction of industries, factories and activities carried out in those industries; 3. construction of hydro-dams and electrical lines; 4. construction of public dams for water conservation, rain water harvesting for agricultural activities and artificial lakes; 5. construction of oil pipelines and its products, gases and storage tanks; 	<p>ANNEXE A L'ARRETE MINISTERIEL N°004/2008 DU 15/08/2008 PORTANT LA LISTE DES TRAVAUX, ACTIVITES ET PROJETS FAISANT L'OBJET D'UNE ETUDE D'IMPACT ENVIRONNEMENTAL</p> <p>I. Infrastructure :</p> <ol style="list-style-type: none"> 1. Construction et réparation des routes internationales, des routes nationales, des routes de Districts et des grands ponts ; 2. construction des industries, des usines et des activités y afférentes ; 3. construction des barrages hydro-électriques, des digues et des lignes électriques ; 4. construction des étangs, des lacs artificiels pour le stockage de l'eau destinée aux activités agricoles; 5. constructions des oléoducs pour le transport du pétrole et ses dérivés, le gaz, la construction des réservoirs pour leur stockage ;
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<p>6. kubaka ibivuko, ibibuga by'indege, inzira ya gari ya moshi na gare z'amamodoka ;</p> <p>7. kubaka amahoteli n'amazu manini rusange yakira abantu barenze ijana ku munsi;</p> <p>8. gukwirakwiza ibikorwa by'amazi n'isukura;</p> <p>9. kubaka ibimoteri bimenwamo imyanda rusange;</p> <p>10. kubaka amabagiro;</p> <p>11. kubaka amavuririo;</p> <p>12. kubaka stade n'Amasoko manini;</p> <p>13. imishinga y'ibikorwa remezo ijyanye n'itumanaho.</p> <p>II. Ubuhinzi n'Ubworozi :</p>	<p>6. construction of terminal ports and airports, railways and car parks;</p> <p>7. construction of hotels and large public buildings which house more than a hundred people per day;</p> <p>8. water distribution activities and sanitation;</p> <p>9. construction of public Land fills;</p> <p>10. construction of slaughter houses;</p> <p>11. construction of hospitals;</p> <p>12. construction of Stadiums and large markets;</p> <p>13. initial installation of communication Infrastructures.</p> <p>II. Agriculture and Animal Husbandry</p>	<p>6. construction des ports, aéroports, chemins de fer et gares routières ;</p> <p>7. construction des hôtels et des grands bâtiments publics pouvant accueillir plus de cent personnes par jour;</p> <p>8. activités d'adduction et de distribution d'eau et d'assainissement;</p> <p>9. construction des décharges publiques;</p> <p>10. construction des abattoirs;</p> <p>11. construction des hôpitaux;</p> <p>12. construction des stades et grands marchés;</p> <p>13. infrastructures en rapport avec la communication.</p> <p>II. Agriculture et ressources animales</p>
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<p>1. imirimo y'ubuhinzi n'ubworozi ikoresha inyongeramusaruro mvaruganda n'imiti yica udukoko, ahantu hahehereye n'ubuhinzi ku rwego rugali bw'igihingwa kimwe nk'icyayi, ikawa, indabyo, ibireti n'ibindi</p> <p>2. imirimo ikoresha imbuto n'amatungo byahinduwe hakoreshejwe ikoranabuhanga.</p>	<p>1. agricultural and breeding activities which use chemical fertilizers and pesticides in wetlands and large scale monoculture agricultural practices such as tea, coffee, flowers and pyrethrum, etc...</p> <p>2. works and Activities that use bio-technology to modify seeds and animals</p>	<p>1. les travaux d'agriculture et d'élevage qui utilisent les engrais chimiques dans des zones humides et la pratique de la monoculture sur des grandes surfaces notamment les cultures du thé, du café, des fleurs, de pyrèthre ; etc., ...</p> <p>2. les travaux d'agriculture et d'élevage qui utilisent la biotechnologie pour modifier les semences et les animaux.</p>
<p>III. Imirimo ikorerwa muri pariki no mu nkengero zayo</p>	<p>III. Works in parks and in its buffer zone</p>	<p>III. Les travaux dans des parcs et leurs environs (leur voisinage)</p>
<p>IV. Imirimo y'ubucukuzi bwa mine na kariyeri</p>	<p>IV. Works of extraction of mines</p>	<p>IV. Les travaux d'extraction des mines et carrières</p>
<p>Bibonywe kugira ngo byomekwe ku Iteka rya Minisitiri n°004/2008 ryo kuwa 15/08/2008 rigena urutonde rw'imirimo, ibikorwa n'imishinga igomba gukorerwa isuzumangaruka ku bidukikije</p>	<p>Seen to be annexed to the Ministerial Order n°004/2008 of 15/08/2008 establishing the list of works, activities and projects that have to undertake an environmental impact assessment</p>	<p>Vu pour être annexé à l'Arrêté Ministériel n° 004/2008 du 15/08/2008 portant la liste des travaux, activités et projets faisant l'objet d'une étude d'impact environnemental</p>
<p>Kigali, kuwa 15/08/2008</p>	<p>Kigali, on 15/08/2008</p>	<p>Kigali, le 15/08/2008</p>
<p>Minisitiri w'Umutungo</p>	<p>The Minister of Natural Resources KAMANZI Stanislas (sé)</p>	<p>Le Ministre des Ressources Naturelles KAMANZI Stanislas (sé)</p>

<p>Kamere KAMANZI Stanislas (sé)</p> <p>Umunyamabanga wa Leta Ushinzwe Ibidukikije, Amazi na Mine muri Minisitiri y'Umutungo Kamere</p> <p>Prof. MUNYANGANIZI BIKORO (sé)</p> <p>Bibonywe kandi bishyizweho Ikirango cya Repubulika: Minisitiri w'Ubutabera / Intumwa Nkuru ya Leta</p> <p>KARUGARAMA Tharcisse (sé)</p>	<p>The Minister of State in charge of Environment, Water and Mines in the Ministry of Natural Resources</p> <p>Prof. MUNYANGANIZI BIKORO (sé)</p> <p>Seen and sealed with the Seal of the Republic :</p> <p>The Minister of Justice / Attorney General</p> <p>KARUGARAMA Tharcisse (sé)</p>	<p>Le Secrétaire d'Etat chargé de l'Environnement, de l'Eau et des Mines au Ministère des Ressources Naturelles</p> <p>Prof. MUNYANGANIZI BIKORO (sé)</p> <p>Vu et scellé du Sceau de la République:</p> <p>Le Ministre de la Justice / Garde des Sceaux</p> <p>KARUGARAMA Tharcisse (sé)</p>
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Regulation 216 Compliance Environmental Verification Form, EG Program

This form helps in screening activities and serve as a check-list for new and existing projects to see their compliance with the current IEE or if a new IEE or amendment is required. The forms will be used to compile the annual environmental compliance report.

USAID/Rwanda, EG Program	
Award Name and number LAND Project. Contract No.: AID-696-C-12-00002	Date of Screening July 23, 2012
Name of Prime Implementing Organization Chemonics International	Funding Period for this award: May 17, 2012-May 16, 2017
Geographic location of USAID-funded activities (Province, District): Entire country, though mainly Kigali	
This report prepared by: Anna Knox	

Key Elements of Program/Activities Implemented		Yes	No
1	<ul style="list-style-type: none"> • education, technical assistance or training; • analyses, studies, academic or research workshops and meetings • document and information transfers; • Support for intermediate credit institutions when the objective is to assist in the capitalization of the institution or part thereof and when such support does not involve reservation of the right to review and approve individual loans made by the institution • studies, projects or programs intended to develop the capability of recipient countries to engage in development planning, except to the extent designed to result in activities directly affecting the environment 	X	
2	Agriculture activities including small scale land husbandry, soil and water conservation activities including irrigation, terracing, water harvesting, conservation agriculture and agro- forestry		X
3	Activities associated with agriculture research		X
4	Activities associated with seeds, seed supply and planting materials		X
5	Water supply and sanitation activities		X
6	Activities involving GDA mechanisms		X
7	Development Credit Authority initiatives		X
8	Activities involving financial services, support to microfinance institutions (MFI), micro, small, and medium enterprises (MSE, SME), Business Development Services (BDS)		X
9	Activities involving promotion of public-private partnerships		X
	Activities involving small scale construction and building rehabilitation		X
10	Activities involving support to small and medium enterprises		X

11	Activities involving provision of grants to local CSOs, national CSOs, and government districts		X
12	Eco-tourism activities		X
13	Other activities that are not covered by the above categories: Support for institutional coordination, especially among GoR partners.	X	

Please note:

- The roads and LWH are positive determination and have to do an environmental assessment. The IEE found that WB environmental assessment is acceptable to the mission.
- The PEPPER will be covered by a stand-alone IEE
- All small grants programs should do an environmental review before approval.
- The Rwandan regulation has a list of activities needing a full IEE, the Ministerial order is attached. In such case, your implementing partner should work with the GOR line agency to see if the USAID's environmental review is acceptable by GOR.
- Central or regional projects also need to do an environmental screening and the regional or Washington COTR needs to give a copy of the IEE to the project manager.

Annex: Ministerial order _list of activities requiring EIA.

<p>UMUGEREKA W'ITEKA RYA MINISITIRI N°004/2008 RYO KUWA 15/08/2008 RIGENA URUTONDE RW'IMIRIMO, IBIKORWA N'IMISHINGA IGOMBA GUKORERWA ISUZUMANGARUKA KU BIDUKIKIJE</p> <p>I. Ibikorwa Remezo :</p> <ol style="list-style-type: none"> 1. Guhanga imihanda mishya ihuza u Rwanda n'ibindi bihugu, imihanda minini y'igihugu, n'imihanda mu turere. Gusana no guhanga amateme manini ; 2. kubaka inganda n'imirimo ikorerwamo ; 3. kubaka, ingomero n'imiyoboro y'amashanyarazi ; 4. kubaka ingomero z'amazi n'ibiyaga-mpangano byo kubika amazi agenewe ubuhinzi n'ubworozi ; 5. kubaka imiyoboro itwara peteroli n'ibiyikomokaho, gazi n'ibigega byo kubihunikamo; 	<p>ANNEX TO THE MINISTERIAL ORDER N°004/2008 OF 15/08/2008 ESTABLISHING THE LIST OF WORKS, ACTIVITIES AND PROJECTS THAT HAVE TO UNDERTAKE AN ENVIRONMENTAL IMPACT ASSESSMENT</p> <p>I. Infrastructure :</p> <ol style="list-style-type: none"> 1. Construction and repair of international roads, national roads, district roads and repair of large bridges; 2. construction of industries, factories and activities carried out in those industries; 3. construction of hydro-dams and electrical lines; 4. construction of public dams for water conservation, rain water harvesting for agricultural activities and artificial lakes; 5. construction of oil pipelines and its products, gases and storage tanks; 	<p>ANNEXE A L'ARRETE MINISTERIEL N°004/2008 DU 15/08/2008 PORTANT LA LISTE DES TRAVAUX, ACTIVITES ET PROJETS FAISANT L'OBJET D'UNE ETUDE D'IMPACT ENVIRONNEMENTAL</p> <p>I. Infrastructure :</p> <ol style="list-style-type: none"> 1. Construction et réparation des routes internationales, des routes nationales, des routes de Districts et des grands ponts ; 2. construction des industries, des usines et des activités y afférentes ; 3. construction des barrages hydro-électriques, des digues et des lignes électriques ; 4. construction des étangs, des lacs artificiels pour le stockage de l'eau destinée aux activités agricoles; 5. constructions des oléoducs pour le transport du pétrole et ses dérivés, le gaz, la construction des réservoirs pour leur stockage ;
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<p>6. kubaka ibivuko, ibibuga by'indege, inzira ya gari ya moshi na gare z'amamodoka ;</p> <p>7. kubaka amahoteli n'amazu manini rusange yakira abantu barenze ijana ku munsi;</p> <p>8. gukwirakwiza ibikorwa by'amazi n'isukura;</p> <p>9. kubaka ibimoteri bimenwamo imyanda rusange;</p> <p>10. kubaka amabagiro;</p> <p>11. kubaka amavuririo;</p> <p>12. kubaka stade n'Amasoko manini;</p> <p>13. imishinga y'ibikorwa remezo ijyanye n'itumanaho.</p> <p>II. Ubuhinzi n'Ubworozi :</p>	<p>6. construction of terminal ports and airports, railways and car parks;</p> <p>7. construction of hotels and large public buildings which house more than a hundred people per day;</p> <p>8. water distribution activities and sanitation;</p> <p>9. construction of public Land fills;</p> <p>10. construction of slaughter houses;</p> <p>11. construction of hospitals;</p> <p>12. construction of Stadiums and large markets;</p> <p>13. initial installation of communication Infrastructures.</p> <p>II. Agriculture and Animal Husbandry</p>	<p>6. construction des ports, aéroports, chemins de fer et gares routières ;</p> <p>7. construction des hôtels et des grands bâtiments publics pouvant accueillir plus de cent personnes par jour;</p> <p>8. activités d'adduction et de distribution d'eau et d'assainissement;</p> <p>9. construction des décharges publiques;</p> <p>10. construction des abattoirs;</p> <p>11. construction des hôpitaux;</p> <p>12. construction des stades et grands marchés;</p> <p>13. infrastructures en rapport avec la communication.</p> <p>II. Agriculture et ressources animales</p>
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<p>3. imirimo y'ubuhinzi n'ubworozi ikoresha inyongeramusaruro mvaruganda n'imiti yica udukoko, ahantu hahehereye n'ubuhinzi ku rwego rugali bw'igihingwa kimwe nk'icyayi, ikawa, indabyo, ibireti n'ibindi</p> <p>4. imirimo ikoresha imbuto n'amatungo byahinduwe hakoreshejwe ikoranabuhanga.</p>	<p>1. agricultural and breeding activities which use chemical fertilizers and pesticides in wetlands and large scale monoculture agricultural practices such as tea, coffee, flowers and pyrethrum, etc...</p> <p>2. works and Activities that use bio-technology to modify seeds and animals</p> <p>III. Works in parks and in its buffer zone</p>	<p>3. les travaux d'agriculture et d'élevage qui utilisent les engrais chimiques dans des zones humides et la pratique de la monoculture sur des grandes surfaces notamment les cultures du thé, du café, des fleurs, de pyrèthre ; etc., ...</p> <p>4. les travaux d'agriculture et d'élevage qui utilisent la biotechnologie pour modifier les semences et les animaux.</p> <p>III. Les travaux dans des parcs et leurs environs (leur voisinage)</p>
<p>III. Imirimo ikorerwa muri pariki no mu nkengero zayo</p>	<p>IV. Works of extraction of mines</p>	<p>IV. Les travaux d'extraction des mines et carrières</p>
<p>IV. Imirimo y'ubucukuzi bwa mine na kariyeri</p> <p>Bibonywe kugira ngo byomekwe ku Iteka rya Minisitiri n°004/2008 ryo kuwa 15/08/2008 rigena urutonde rw'imirimo, ibikorwa n'imishinga igomba gukorerwa isuzumangaruka ku bidukikije</p> <p>Kigali, kuwa 15/08/2008</p> <p>Minisitiri w'Umutungo</p>	<p>Seen to be annexed to the Ministerial Order n°004/2008 of 15/08/2008 establishing the list of works, activities and projects that have to undertake an environmental impact assessment</p> <p>Kigali, on 15/08/2008</p> <p>The Minister of Natural Resources KAMANZI Stanislas (sé)</p>	<p>Vu pour être annexé à l'Arrêté Ministériel n° 004/2008 du 15/08/2008 portant la liste des travaux, activités et projets faisant l'objet d'une étude d'impact environnemental</p> <p>Kigali, le 15/08/2008</p> <p>Le Ministre des Ressources Naturelles KAMANZI Stanislas (sé)</p>

<p>Kamere KAMANZI Stanislas (sé)</p> <p>Umunyamabanga wa Leta Ushinzwe Ibidukikije, Amazi na Mine muri Minisitiri y'Umutungo Kamere</p> <p>Prof. MUNYANGANIZI BIKORO (sé)</p> <p>Bibonywe kandi bishyizweho Ikirango cya Repubulika: Minisitiri w'Ubutabera / Intumwa Nkuru ya Leta</p> <p>KARUGARAMA Tharcisse (sé)</p>	<p>The Minister of State in charge of Environment, Water and Mines in the Ministry of Natural Resources</p> <p>Prof. MUNYANGANIZI BIKORO (sé)</p> <p>Seen and sealed with the Seal of the Republic :</p> <p>The Minister of Justice / Attorney General</p> <p>KARUGARAMA Tharcisse (sé)</p>	<p>Le Secrétaire d'Etat chargé de l'Environnement, de l'Eau et des Mines au Ministère des Ressources Naturelles</p> <p>Prof. MUNYANGANIZI BIKORO (sé)</p> <p>Vu et scellé du Sceau de la République:</p> <p>Le Ministre de la Justice / Garde des Sceaux</p> <p>KARUGARAMA Tharcisse (sé)</p>
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**Annex 4: LAND Project
Work Planning Meetings
July 3-6, 2012**

OBJECTIVES

By the end of the workshop, participants will have:

- A shared understanding of the project vision and its intended outcomes and results;
- Been acquainted with partner capabilities and recent work in the realm of land;
- Identify project-level tasks and activities for the project's Year 1 Work Plan, consistent with the LAND Project Results Framework and contract deliverables;
- Clarified institutional roles, individual responsibilities, timing of activities; estimated levels of resources needed, and next steps to finalize the work plan
- Fostered effective working relationships among partners and the project team.

WORK PLANNING WORKSHOP

Day 1: Tuesday, July 3

08:00am **Coffee/Tea and Check-in**

08:30am **Session 1: Opening and introduction to workshop**

- Welcomes – (Paul Kaiser, USAID D&G Team Leader; Anna Knox, Chief of Party)
- Review objectives and agenda of start-up workshop (Cassie Cooper)
- Introductions, workshop expectations and ground rules (Cassie Cooper)

09:30am **Session 2: Overview of the LAND Project (Anna Knox)**

- Project overview, objectives and sub-objectives (Results Framework);
- Activities and contract deliverables;
- Project staffing;
- Core partners, other identified partners and their foreseen roles;

10:00am **Questions and Discussion (Cassie Cooper)**

10:30am **Break**

- 11:00am **Session 3: Stakeholder Vision and Priorities**
- USAID Vision for the Project (Guillaume Bucyana, USAID COR) – 10 min
 - GOR Partner Vision for the Project (RNRA/MINIRENA; Ministry of Justice) – 10 min each
 - Vision and expectations of other partners – 5 min each
 - Answer the following question(s): From your organization’s perspective, what are the top 1-3 outcomes you hope this project achieves? Which are the contract deliverables associated with these outcomes?
- 12:00pm Lunch
- 01:00pm **Session 4: Working Groups: Action Planning Step 1: Prioritizing and Sequencing Project Activities and Deliverables** (IR Groups; Cassie Cooper).
- 02:00pm **Session 5: Plenary Presentation of Group Proposals followed by Questions and Discussion (including how to ensure collaboration and cross-fertilization between the two objective areas)**(IR Groups; Cassie Cooper)
- 03:00pm Break
- 03:15pm **Session 6: Working Groups: Action Planning Step 2: Elaboration of Proposals for Specific Activities and Deliverables (e.g. research or training topics) for Year 1 Activities and Deliverables, Roles and Responsibilities, Timing, and Resources** (Groups; Cassie Cooper).
- 04:15pm **Session 7: Plenary Presentation of Group Proposals followed by Questions and Discussion (including how to integrate the two objective areas)**(Groups; Cassie Cooper)
- 05:00 pm **Review of the Day and Wrap-up** (Anna Knox and Cassie Cooper)

Day 2: Wednesday, July 4

8:00am-5:00pm **Draft Work Plan Preparation, and Preparation of Presentation to USAID, Partners and Staff** (select LAND Project staff)

Day 3: Thursday, July 5

Participants: Select long-term project staff; partners on an individual basis for scheduled meetings.

09:00am **Project Partner Meetings**
Individual meetings with Project Partners at hotel to discuss work plan proposals involving their contributions, assess capacity and resources for implementation, concretize roles, responsibilities and timing. Discuss next steps. (Anna Knox, Jean-Marie Kamatali; FideleMasengo; Cassie Cooper)

02:00pm **Draft Work Plan Preparation** (select LAND Project staff)

Day 4: Friday, July 6

Participants: Long-term project office staff and partners

08:30am **Session 1: Welcome and Overview** (Anna Knox)
• Review of what was accomplished on Day 1 and in the process of Work Plan preparation.
• Structure of feedback sessions.

09:00am **Session 2: Presentation of Year 1 Activities and Feedback, group activity** (Anna Knox and others, TBD).

10:15am Break

10:45am **Session 3: Feedback Report-outs**

11:45am **Wrap-up and Next Steps**

12:00pm Lunch

