



COUSINS
ENVIRONMENTAL
CONSULTANTS

TILENGA PROJECT
RESETTLEMENT ACTION PLAN1 (RAP 1)
for the proposed
Industrial Area and N1 Access Road

REVIEW OF THE CURRENT LIVELIHOOD RESTORATION PLAN

FINAL
ASSESSMENT AND RECOMMENDATIONS REPORT

Rev 04

27 May 2020

Submitted to Total Exploration and Production
Uganda



Document Title Tilenga Project RAP 1: Review of the Current Livelihood Restoration Plan and Recommended Corrective Actions

Prepared for Total Exploration and Production, Uganda (TEPU)

Reference Number Rev 04

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Date 27 May 2020

LIST OF ACRONYMS

ACRONYM / SHORT NAME	FULL NAME
CBO	Community Based Organization
CDO	Community Development Officer
CECL	Cousins Environmental Consultants Ltd
CIDI	Community Integrated Development Initiatives (contractor)
CTLO	Community and Tourism Liaison Officer
E&S	Environmental and Social
EPs	Equator Principles
EPFIs	Equator Principles Financial Institutions
ESIA	Environmental and Social Impact Assessment
ESMP	Environmental and Social Management Plan
ESMS	Environmental and Social Management System
FPIC	Free, Prior, and Informed Consent
GIIP	Good International Industry Practice
hhds	Households
IFC	International Finance Corporation (World Bank Group)
IFC PS	IFC Performance Standards on Environmental and Social Sustainability
IFI	International Financial Institution
IMP	Influx Management Plan
LIPRU	Livelihood Improvement Programme of Uganda
LR / LRP	Livelihood Restoration / Livelihood Restoration Plan
M&E	Monitoring and Evaluation
NARO	The National Agricultural Research Organization (Uganda)
NGOs	Non-government Organizations
PAPs	Project Affected Persons
PS	Performance Standard (see IFC PS)
RAP	Resettlement Action Plan
RWG	Resettlement Working Group
SCI	Strategic Community Investment
SEP	Stakeholder Engagement Plan
SLO	Social License to Operate
SMEs	Small and medium enterprises
TEPU	Total Exploration and Production, Uganda B.V.
WB / WBG	World Bank / World Bank Group

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1. INTRODUCTION

The Resettlement Action Plan 1 (RAP 1) covers land acquisition of priority areas of the industrial area for the Tilenga Project located in the vicinity of Kasenyi village, Ngwedo Sub County, Buliisa District, Uganda. The total affected area is 786 acres, involving 152 landowners. There is a total of 622 affected asset holders, including 30 who will be physically displaced.

The planning and implementation of RAP1 were outsourced by Total E&P Uganda B.V. (TEPU) to a Ugandan Consulting Company, namely Atacama Consulting Ltd., who completed the planning phase in 2017 and commenced implementation in April 2018. Third parties were engaged by TEPU to undertake livelihood restoration activities and these included Community Integrated Development Initiatives (CIDI) and Future Options. Another entity, Living Earth Uganda, was engaged to distribute transitional support to project affected persons (PAPs).

In 2019 TEPU subsequently commissioned an independent review of the planning and implementation of RAP 1 by Frederic Giovannetti (international resettlement specialist) in order to assess whether compensation, resettlement and livelihood restoration measures were being adequately implemented or whether corrective actions were required. The review by Giovannetti (June 2019) forms part of on-going monitoring and evaluation (M&E) which will ultimately contribute to a final completion audit.

Giovannetti found that the socio-economic survey, base-line data collection, asset survey, land acquisition, compensation process and grievance management system were generally in line with international performance standards and good practice with relatively few issues and corrective actions to address.

However, Giovannetti found that there were concerns about the effectiveness of the livelihoods' restoration strategy and the implementation of various activities, including that the program was poorly resourced and staffed from an implementation and supervision standpoint. He recommended that the livelihoods restoration strategy be reviewed, improved and changed to provide more focus and resources allocated to activities yielding visible results in the short -term (quick-wins) rather than the existing focus on tree crops which will take a long time to produce and provide returns. Giovannetti recommended that consideration be given to activities such as market gardening and more intensive livestock and poultry production methods as a means of improving the livelihoods restoration program.

In accordance with this recommendation, TEPU commissioned Cousins Environmental Consultants Ltd (CECL) in February 2020 to review the current livelihoods restoration program, undertake a field assessment, recommend any relevant changes and design a follow-up plan.

This report outlines the key issues and challenges found during a desk review of the Tilenga Project RAP 1 and other relevant documentation and during a field visit. Recommended corrective actions to the livelihoods' restoration programme are provided. The nature and extent of possible further inputs is outlined, which may include a follow-up plan or further on-going review, advice and assistance that may be needed to support execution of the livelihoods' restoration plan.

This report was finalized after receipt of comments by TEPU on a draft report and some further on-going discussions with [REDACTED] and [REDACTED]. Further inputs concerning the livelihoods restoration programme will be provided as may be required to address any agreed

proposed corrective actions and other possible potential opportunities for improving existing livelihood restoration mitigation measures.

2. SCOPE OF WORK

The scope of work provided by TEPU to CECL to review the current livelihoods restoration strategy was as follows:

- Review the current livelihood restoration plan as described in the Resettlement Action Plan 1 (RAP 1) and the third-party performance and compliance review undertaken by F. Giovannetti (18 June 2019) and any other relevant reports.
- Undertake a field assessment to evaluate the current status of the plan, competency of service providers, organisation of livelihood restoration delivery activities and challenges.
- Recommend any relevant changes, based on the review of relevant reports and the field visit, to ensure that all aspects of the livelihoods restoration programme are fit for purpose and meet the needs of affected households and the requirements of Ugandan and international performance standards.
- Design a follow-up plan for review in order to support the execution of the livelihood restoration plan and any proposed corrective actions.

3. EXPERT REVIEW ACTIVITIES

The following are the activities that were undertaken to prepare this Review Report:

Review of Documentation. A review of the documentation made available by TEPU was undertaken prior to the site visit and field assessment. This included the livelihood restoration plan contained in RAP 1, which was prepared by Atacama Consultants Ltd., and the compliance review and recommendations undertaken by F. Giovannetti (18 June 2019). On the basis of this desk review a preliminary list of livelihood restoration issues and possible solutions was prepared for further assessment and investigation in the course of a field visit. Other documentation which was obtained subsequently was also reviewed. Table 1 lists the documents that were reviewed as a basis for preparing this Expert Report.

Table 1. List of Documents Reviewed

No.	Document Reviewed
1	February 2020. TEPU. Tilenga Project. <i>RAP 1 Livelihood Restoration Update</i> (power point presentation).
2	February 2020. Status update of RAP 1 PAPs and Household Beneficiaries.
3	September 2019. Bedu Addo, Kojo. <i>Draft Uganda Mission Report</i>

4	September 2019. TEPU and Atacama. RAP 1 Implementation. Monthly Progress Monitoring Report. 16 August-15 September 2019
5	2019. Atacama. RAP 1 Implementation - Internal Audit Corrective Actions Matrix
6	June 2019. Giovannetti, F. Third Party Review of RAP 1 Performance and Compliance (Final Report) . TOTAL E&P Uganda and Tullow Uganda Limited. Tilenga Project.
7	January 2019. TEPU and Atacama. RAP 1. Annual Progress Monitoring Report-Year 2018
8	January 2018. Atacama Consulting Ltd., Synergy Global Consulting Ltd. and Nomad Consulting. Tilenga Project. Resettlement Action Plan 1 (RAP 1) for the proposed Industrial Area and N1 Access Road.
9	Contract Agreement between Community Integrated Development Initiatives (CIDI) and the National Agricultural Research Organization- Bulindi (NARO-Bulindi)
10	TEPU Uganda social and land team organizational structure evolution since 2018
11	May 2017. Sample RAP 1 Household socio-economic data collection forms

Initial Conference Calls. Conference calls were held with [REDACTED] in preparation for the field visit. This enabled an initial comprehensive discussion of the key issues to be addressed and to plan an appropriate itinerary for the field visit.

Field Visit. A visit to Kampala and to Tilenga was undertaken from 10-20 February 2020 in order to meet with TEPU staff, members of other organizations involved with the livelihood restoration programme, and a sample of project affected households to gain a comprehensive first-hand knowledge of local circumstances and issues that need to be addressed in this Review Report. An overall outline of activities undertaken during the field visit to Uganda is contained in Appendix 9.3.

Preliminary Meetings in Kampala. [REDACTED] prior to the site visit to Tilenga.

Tilenga Site Visit. A visit to Tilenga and CNOOC at the Kingfisher site was undertaken in order to observe and gain an understanding of livelihood restoration activities being

implemented in these project areas, assess their appropriateness, issues and challenges and the need for any corrective actions and potential opportunities for learning, and use of best practice to inform recommendations for improvement. Meetings, key informant interviews and focus group discussions were held with a range of organizations, groups and individuals over six days, as follows:

- TEPU field staff (CDO and CTLOs)
- Community Integrated Development Initiatives (CIDI) field staff
- Sample of affected households (5 primary residents and 6 land users)
- Kisomere Men's Savings Group
- Kumer Ber Women Farmers Group
- Government Officials (Buliisa District Senior Veterinary, Agricultural, Community Development and Water Development Officers)
- CNOOC Kingfisher site (Corporate Social Responsibility Manager and Senior Community Relations Supervisor)
- St. Joseph's Vocational Training Institute (Deputy Principal)
- NARO (Acting Director, Animal Science, Crops, Research officers)
- Visit Livelihood restoration activities (cassava, bee keeping, vegetable gardens, fruit trees)

Meetings and Activities in Kampala. On completion of the field visit a number of meetings were held in Kampala over four days with TEPU staff, existing and potential contractors and service providers concerned with various aspects of livelihood restoration and community development, as follows:

- Visit to the Kampala Agricultural and Trade Show
- CIDI (Livelihood restoration programme co-ordination)
- Living Earth (transitional support)
- Atacama (RAP/LRP planning and implementation)
- Future Options (financial literacy, business management, vocational training, vulnerable group support)
- Technoserve (capacity building for farmers)
- LIPRO Uganda (livelihood improvement)

- Shiloh Farms (agricultural projects)
- New Plan Group (ESMP/RAP/LRP/community development plans)

Close-out Meeting. [REDACTED]

[REDACTED] to present preliminary findings and recommendations for any corrective actions and improvements.

A detailed list of meetings, key informant interviews and focus group discussions with various organizations and individuals is contained in Appendix 9.4.

4. KEY ISSUES, CHALLENGES AND RECOMMENDATIONS

4.1 DIFFERENCE BETWEEN LIVELIHOOD RESTORATION AND SOCIAL INVESTMENT/ COMMUNITY DEVELOPMENT AND COMPLIANCE ISSUES

CONTEXT AND ISSUES: There is some apparent confusion over the difference between mandatory compliance requirements for livelihood restoration and the discretionary implementation of social investment or community development initiatives. The focus of planning and implementation activities must be on livelihood restoration for those households economically displaced by the Project.

Land acquisition for the project is being undertaken in accordance with Ugandan national laws and regulations and the International Finance Corporation's (IFC) Performance Standards (PS) on Environmental and Social Sustainability (in particular, IFC PS5 Land Acquisition and Involuntary Resettlement). **IFC PS requires** that persons or households who have been economically displaced be *"provided opportunities to improve, or at least restore, their means of income-earning capacity, production levels, and standards of living."*

The IFC PS do not require that a project implement a social investment or community development programme, although this is certainly encouraged by IFC, being a development bank, in order to contribute to improvement of local conditions, to build local trust relationships and a 'social license to operate' and to mitigate risks of potential conflict and disruptions to project activities.

However, there is commonly some overlap between livelihood restoration mitigation activities and those implemented to achieve longer term community development goals. Thus, while the focus of livelihood restoration must be on all economically displaced households to meet IFC PS requirements, links to broader community development initiatives should be considered, especially to help ensure longer term sustainability of restored livelihoods.

Skill sets required to facilitate household livelihood restoration are not necessarily the same as those needed for community development which often also seeks to improve community infrastructure, services and organizational development.

Some members of the implementing service providers (Atacama and CIDI) have much more experience in community development than livelihood restoration and it is

apparent that this has resulted in attention being diverted away from focusing specifically on achieving livelihood restoration for all economically displaced households.

RECOMMENDATION

- Focus activities on livelihood restoration for economically displaced households to achieve compliance with mandatory requirements, but where appropriate, link to longer-term community development which is addressed in the Social Management Plan (SMP)
- Consider also involving other service providers with more specific experience with facilitating the development of livelihoods, such as Technoserve, LIPRU and St. Joseph's Vocational Training Institute (refer to Appendix 9.2) and World Vision.

4.2 ASSESS LIVELIHOOD RESTORATION AT HOUSEHOLD LEVEL, NOT JUST INDIVIDUAL PAPS

CONTEXT AND ISSUES: The existing land acquisition and data management system has been based on individual project affected persons (PAPs) and each affected plot of land to be acquired (cadastral and ownership information, etc.). This has been appropriate in facilitating transactions per PAP and separate plot. Different PAPs who are members of the same household have been compensated separately for loss of different plots of land, crops and other assets and have been individually eligible for livelihood restoration benefits.

A key issue to address is that the capture of data and the provision of compensation on the basis of individual PAPs makes it difficult to assess the overall livelihood impacts and restoration mitigation measures for each affected household. However, the database does also include information from a previous socio-economic survey of all affected households undertaken by Atacama. Thus, these two sets of data could be collated, and also updated, to reflect all livelihood restoration information for each household and not just individual members of the household.

Local households typically have a variety of livelihood strategies and occupations which vary according to each member, seasons and local opportunities. Households are predominantly engaged in subsistence activities, together with some local trading, *petit commerce* and some informal employment. Apparently, very few members of households in the community have formal permanent or part-time employment. **An assessment of livelihood restoration measures will require a holistic view of the overall livelihood activities of each economically displaced household.**

The severity of impacts to the livelihoods of households will vary according to each household's overall circumstances. For instance, households typically own multiple plots of land in different locations, not all of which have necessarily been affected by the Project. Some households may have had all of their land acquired by the project while others may have only had a small portion of their land holdings affected. The vulnerability of households will also often depend on the make-up of the household (handicapped members, women headed-households, aged members, etc.). However, as Giovannetti (May 2019) noted, if one PAP is vulnerable this does not necessarily mean that the PAP's

household is vulnerable if the family has the financial and material resources to support their disadvantaged member.

RECOMMENDATIONS: The preparation of a **Household¹ Profile** for each household affected by economic displacement would enable mitigation measures to be tailored per household. The household profile would subsequently serve as an important means to assess whether any corrective actions might be required. Ultimately, the household profiles will serve as an essential tool to assess whether the livelihoods of each household have been restored and to facilitate the close-out and completion audit.

Household profiles could be developed by collating the two sets of information in the database, namely land acquisition information per PAP and the socio-economic survey of project affected households. A gap analysis should then be undertaken to assess whether any essential information is missing. Any additional information required should be obtained by using the personal knowledge of TEPU, CIDI and Atacama field staff (CTLOs, CLOs, CDO) supplemented by household interviews to fill in gaps where necessary. This would enable the preparation of updated household profiles.

Each household profile should not only include quantitative data but also a description of qualitative information concerning the household's circumstances, vulnerability, and progress towards achieving restoration of livelihoods and standard of living (refer to Appendix 9.1 for a suggested outline of the contents of a household profile).

Focus: The preparation of detailed updated quantitative and qualitative household profiles to assess livelihood restoration should be **focused on those households which have been affected by economic displacement and livelihood impacts**. The level of detail gathered per household will depend on the severity of livelihood impacts.

Profiles of any households that may have only been physically displaced but did not have any economic displacement impacts would obviously not be required to assess livelihood restoration, but may be useful for other purposes, such as assessing replacement housing and standard of living.

The development of detailed household profiles should also not need to cover the large number of 'speculator PAPs' who quickly erected rudimentary structures and planted some crops in order to claim some compensation **and were clearly not making their livelihoods in the project affected area**. However, addressing claims by 'speculator households' is clearly a sensitive issue, and any compensation allowance that may need to be provided should simply be related to the area claimed to have been used for cropping, and not their actual means of livelihood which were not affected.

Confidentiality and Privacy: Since the household profiles may contain private and sensitive information, measures will need to be taken to ensure that this information is kept secure and confidential according to Uganda laws and regulations and international

¹ A definition of a household used by the International Finance Corporation (IFC): "One person or a group of persons who share a dwelling unit and at least one meal a day. A household does not necessarily correspond to a family and may consist of a single family, one person living alone, two or more families living together, or any other group of related or unrelated persons who share living and cooking arrangements."

standards, and is only used by those authorized to implement and assess the livelihood restoration program.

4.3 DATABASE

CONTEXT AND ISSUES: As stated above the database of land acquisition, compensation and livelihood restoration information focuses on individual PAPs and not affected households. However, the database does also include information from a previous household socio-economic survey of all affected households, and thus these two sets of data could be collated and updated to reflect all livelihood restoration information for each household and not just individual members of the household.

RAP1 information on compensation and grievances was primarily being managed using MS Excel files at the time of Giovannetti's third party review in May 2019. However, TEPU was concerned that this system was inadequate to manage the magnitude of data and had procured the Borealis system, which was in the process of being implemented with support from Borealis IT specialists.

Giovannetti (May 2019) cautioned that while the Borealis system is well known and fit for purpose, it is relatively complex and experience has shown that it requires significant tailoring and training efforts, and much care is also required to ensure the accuracy of migrated information from the MS Excel files, and that no fields or records are lost.

The Borealis system had still not been implemented and activated at the time of the field visit (February 2020) for this review of livelihood restoration activities, and MS Excel files continued to be used to manage land acquisition information. Apparently, it will be another six months before the Borealis system is ready to be activated. The TEPU team is thus maintaining the MS Excel files until the Borealis system is deemed to be running efficiently and effectively.

RECOMMENDATIONS:

- Initially, collate and update information to establish individual household profiles using existing MS Excel files.
- Ensure that information contained in individual household profiles can be migrated and captured in the Borealis system.
- Ensure adequate resources and budget are in place to collate information, prepare household profiles and enter them in the Borealis system

4.4 CONFUSION OVER CUT-OFF DATE AND NOTICE TO VACATE

CONTEXT AND ISSUES: Giovannetti (May 2019) reported that, in spite of extensive efforts to provide information in advance, not all PAPs had a good understanding of the cut-off date and its implications, believing that it implied that they were expected to vacate their land and stop cultivation immediately. Giovannetti stated that the Project would have to explain better the difference between the cut-off date and the notice to vacate, making it clear that PAPs were not expected to vacate their land until they had been served a notice to vacate and could continue to farm, particularly annual crops.

Apparently at the time of Giovannetti's survey several PAPS had already relocated soon after the cut-off date and that they had consequently experienced hardship as compensation was only received, and replacement land acquired, much later.

At the time of the field visit for this report (February 2020) it was found that all PAPS had vacated their land, mostly by mid-2019, and that there were no longer any PAPS residing in, or cropping land, within the RAP 1 Tilenga Project area. No notice had ever been given to vacate the land and they could have remained in the area.

Apparently after the initial exodus of PAPS it had been made clear to the remaining PAPS that they did not have to move until they received a notice to vacate, but they nevertheless continued to vacate the land. In interviews with TEPU and CIDI field staff and some affected households it was stated that the remaining households decided to move anyway for the following reasons:

- They did not want to remain in the Project area when most of their neighbors had left (security issues).
- They wanted to start acquiring and preparing new land for cultivation and planting crops rather than continuing to use land they would eventually have to vacate.
- They did not want to drag out the relocation process.

Speculators who moved into the proposed industrial area in early 2017, when asset surveys commenced, claiming to be land users and owners of rudimentary structures, subsequently left the area soon after they received compensation.

The 30 primary residents living in the RAP1 Tilenga Project area relocated to alternate temporary accommodation in early 2019 and have since been waiting for their new houses to be constructed by the Project (refer to Section 4.5). Types of temporary accommodation being used apparently include:

- staying with extended family members;
- renting accommodation;
- staying in previously owned farm huts adjacent to cropland outside the Project area which are usually only occupied during the cropping season; or
- building a temporary hut.

Although primary residents were not required by the Project to relocate before receiving a notice to vacate, they have incurred and are continuing to incur extra costs and inconvenience while they wait for their new houses to be completed. If they had been required by the Project to move into temporary accommodation while their new houses were being completed, they would have been entitled to additional appropriate relocation assistance in accordance with the requirements of IFC PS5 (para.20).

The recent draft IFC Good Practice Handbook on Land Acquisition and Involuntary Resettlement notes that temporary accommodation should be avoided whenever possible since this often results in:

- *"Households being relocated twice rather than once and experiencing double the disruption.*

- *Livelihood restoration activities cannot fully commence until households are in their final accommodation and are protracted as a result.*
- *More generally the process of starting a new life in the final resettlement location is delayed, which is particularly detrimental for vulnerable households and individuals, including children.*
- *The cost of moving temporarily and before settling permanently should be entirely covered by the project, and reasonable compensation of the disruption should be negotiated” (14 March 2019. Draft IFC Good Practice Handbook on Land Acquisition and Involuntary Resettlement, module 2, para.104).*

RECOMMENDATIONS:

Although primary residents were not required to move into temporary accommodation before their new houses were completed, the Tilenga Project could be subject to reputational risk and possible scrutiny concerning the extra costs incurred by these households and the delay in completing their new houses (refer to Section 4.5)

Consideration should be given to providing some additional assistance and compensation to primary residents to cover the extra costs and inconvenience they have incurred while waiting for their new houses to be completed. This should be linked to an urgent assessment of the current circumstances of vulnerable households and any additional assistance they may require (refer to Section 4.6).

4.5 PHYSICAL RESETTLEMENT OF DISPLACED PRIMARY RESIDENTS

CONTEX AND ISSUES: At the time of Giovannetti’s review in May 2019 all resettlement houses for the 30 primary residents of the CPF had been designed, building permits were being obtained from the relevant District Department and the contractor (Pearl) was about to commence construction.

At the time of the visit for this review in February 2020 construction had commenced on 28 of the 30 planned houses, but none had yet been completed. This was cause for considerable concern by all the primary residents who were interviewed. As mentioned above (Section 4.4) all 30 primary resident households have already moved out of the Tilenga RAP 1 project area into various types of temporary accommodation until their houses have been completed.



RAP 1/KAS/#: Replacement house for [REDACTED] and his household nearing completion

Construction quality of the houses being built appeared to be of a high standard and primary residents interviewed all expressed satisfaction with their houses but wanted them to be completed urgently. These new houses are apparently considerably better than the original structures occupied by the displaced households and are also generally much better than other houses owned by their new neighbours who were not displaced. It was reported that this has caused some jealousy amongst the community.

Originally, the inclusion of windows with glass panes in the house designs was approved, based on the recommendations of the Atacama architect and a review of other resettlement housing, including those constructed by CNOOC. However subsequently, in the course of construction, metal window shutters were used instead. There appears to have been a lack of communication and TEPU's social affairs team were not informed.

Apparently, some displaced households have noted this difference and that the replacement housing constructed by CNOOC near the Kingfisher site is even better than Tilenga replacement housing. This may give rise to grievances by the displaced households.

RECOMMENDATION: The reasons for the delay in completing the houses were not the primary focus of this review of livelihood restoration activities, but they need to be followed up urgently in order to ensure completion of the houses as soon as possible and to proactively address grievances that will likely be raised. The Tilenga Project will be subject to reputational risk until the primary residents are successfully relocated in their new homes.

Any changes to approved house plans should be agreed with the affected households and shared with all TEPU staff and service providers involved with physical displacement of households. Any grievances concerning the issue of windows with glass panes should be reviewed and addressed if this was originally agreed with households in planning the design of their new homes.

Consideration should also be given to standardizing the type and quality of replacement housing constructed by TEPU and CNOOC in order to ensure that differences do not lead to disputes and claims for improvements.

4.6 TIMING OF TRANSITIONAL SUPPORT

CONTEXT AND ISSUES: In terms of IFC PS 5, transitional support (such as transport to the new resettlement site, provision of a moving allowance, temporary food supplies, etc.) is commonly addressed as part of various compensation measures associated with physical displacement and not livelihood restoration. However, temporary support to bridge any gaps must continue until new livelihood activities are established.

The provision of transitional support (dry rations) for displaced households was not linked to the implementation of livelihood restoration initiatives and the period required to re-establish crop land and gardens and obtain harvests. As mentioned above primary residents and land right holders of cropland relocated to new sites in 2018 and 2019 for various reasons before any official notice to vacate.

The provision of dry rations commenced in November 2018 for a period of six months and this exercise was completed in May 2019. However, livelihood restoration activities only commenced in May 2019 (improved cassava cuttings and cultivation methods, improved vegetable gardening methods and supplies, training, etc) due to the long procurement and mobilization process to have third parties in place.

A number of the land user households (excluding the 30 primary residents), who were actually cropping in the area affected by Tilenga RAP 1, had gardens at their homes or elsewhere. Once they vacated their cropland in the Tilenga RAP 1 area they became increasingly dependent on these previously established gardens. The current database does not contain information containing these gardens and this should be updated in compiling the household profiles.

The establishment of new cassava crop lands, and also to some extent new vegetable gardens, have been the most important means of re-establishing household food security for affected households. However, there has been a considerable gap between the end of the provision of dry rations in May 2019 and the harvest of new cassava crops, which was only starting to occur at the time of the site visit in February 2020. The new varieties of cassava can apparently be harvested between 8-12 months after planting, a significant improvement over previously grown cassava crops which could only be harvested approximately 12-18 months after planting.

Giovannetti (June 2019) recommended that consideration be given to an extension of the provision of dry rations beyond May 2019 (a lean period before a traditional harvesting period later in the year), especially for vulnerable households, until the next harvests were available. **This recommendation was not implemented.**

Initially the dry rations package per PAP was standardized regardless of the number of people in the PAP's household. Households with two PAPs received two ration packages. Concerns were raised, the issue was addressed, and subsequently dry rations packages were adjusted according to the size of the PAP's household.

In the course of an interview with [REDACTED] representative of a vulnerable household, she stated that the provision of dry rations had helped the household over a difficult time during the transition to their new site, for which they were extremely grateful, but they had struggled to obtain sufficient food supplies since the end of the transitional support. In addition, they had previously sold surplus crops to pay for school fees and various household items but, now that they did not have any surplus produce, she had been making mats to sell from papyrus growing in the Nile river. Her family were concerned that she might be attacked by a crocodile while gathering papyrus reeds.

The food security issue raised by [REDACTED] was entered into the 'Concerns Log' but that this had not yet been addressed by TEPU (refer to Section 4.9). However, the issue is apparently complex since she is a member of an extended family, other members of which are holding out and refusing to accept the assessed compensation amount for land acquisition. Nevertheless, especially since [REDACTED] and her household have been identified as vulnerable, efforts should be made to engage with her to explore options to ensure on-going food security and that there is an agreed plan and schedule to restore the livelihood of her household. This household should also be flagged for particular assessment during the eventual livelihood restoration completion audit.

There is currently no substantive information on how many other displaced households may be experiencing similar food insecurity issues after the cessation of dry rations support.

RECOMMENDATIONS: Urgently revisit economically displaced households and provide adequate assistance where required, in particular for:

- primary resident households displaced from the RAP 1 Tilenga Project area (30),
- land user households who were not physically displaced but who lost the majority of their crop land (number to be determined from the update of information and compilation of Household Profiles), and
- previously identified vulnerable households (108).

Assess their success in re-establishing household food security and determine whether they need any additional assistance and transitional support, and for how long. Where additional input is required beyond the general package of allocated assistance, this should be assessed for each household, implemented with adequate support and monitored.

4.7 FOCUS OF LIVELIHOOD RESTORATION ACTIVITIES

CONTEXT AND ISSUES: The RAP 1 Tilenga Project area was occupied by 30 primary residents and crop land and grazing were used by between 100 to 200 households. There is a total of 622 PAPs who claimed compensation but a large number of these were speculators who quickly erected rudimentary structures and planted some crops in order to opportunistically claim some compensation. Given budget and resource constraints it is important to focus and tailor livelihood restoration mitigation measures for those households who were actually economically displaced and especially for vulnerable households.

RECOMMENDATIONS:

- Focus on on-going livelihood restoration assistance for the following affected households:
 - Primary resident households (30) who have been physically and economically displaced.
 - Land user households (crop and livestock production) who were genuinely economically displaced. Estimate of 100-200 households: to be determined on review of database and completion of household profiles.
 - Vulnerable households (amongst the primary residents and land user households). This is especially important given the current coronavirus pandemic and associated limitations on livelihood activities, particularly for marginalized households and communities.
 - Only those economically displaced households which still require on-going assistance. Use the household profiles to tailor on-going livelihood restoration assistance per household, assess when livelihoods have been restored and when assistance is no longer required².

- Focus on the following types of livelihood restoration assistance for affected households:
 - Restoration of household food security
 - Review of the transitional support programme to assess whether any households still require bridging assistance
 - Focus on crop production that can restore household food security in the short to medium term (vegetable production, improved cassava production).
 - Address challenges associated with access to water for domestic use and irrigation of gardens.
 - Restoration of household income
 - Utilize the remaining available budget and complete vocational training courses scheduled for 2020. Review and assess whether additional training will be required for affected households.
 - Assess and monitor the apiary programme in which honey is almost ready to be harvested from several colonized beehives. It

² For instance, [REDACTED] stated that he had already re-established his cassava cropland on an arable area larger than his previous cropland, benefitted from food rations, completed a driving skills course and received several beehives which were already colonized. It is likely that he requires no further assistance and should be removed from the list of households still requiring some on-going assistance.

has the potential to contribute to cash income for affected households and the programme may be able to be extended to other households where appropriate and feasible.

- Assess measures to facilitate marketing of local produce (cassava, vegetables, honey, reed mats) such as establishing a local market stall, linkages with markets in Buliisa and Hoima, and purchases by TEPU for Bungungu camp, once project activities recommence.
- Longer term livelihood restoration measures:
 - Link to a broader social investment/ community development programme. Investigate and implement, where appropriate, other possible interventions in the medium to longer term, such as:
 - poultry (broilers and eggs)
 - livestock improvement (cattle, goats, pigs)
 - improved animal health and veterinary support
 - improved pastures

The following sections address existing livelihood restoration activities and other possible interventions in more detail.

4.7.1 IMPROVED CASSAVA PRODUCTION

CONTEXT AND ISSUES: Cassava is the main staple food of project affected households and the local community, and in terms of contribution to household food security it is the most important local crop. To date 100 PAPs have been provided with cuttings of an improved cassava variety developed by NARO, namely [REDACTED]. The yields are significantly greater than local cassava varieties, and the crop can be harvested in 8-12 months compared to the usual 12-18 months.

PAPs were provided with 9 bags of cuttings which are apparently sufficient for planting one acre. The Buliisa Agricultural Department has worked with CIDI to provide training in cassava production and this has included introducing a new improved method of planting. Traditionally local communities have placed cassava cuttings in the ground vertically but if cuttings are buried horizontally with about 2 cm of soil cover multiple shoots develop which increases the number of plants growing from one cutting.



Improved cassava variety (Naro Kasi) on the right can be harvested in 8-12 months compared to 12-15 months for the local cassava variety on the left. Cassava plot cultivated by [REDACTED] and her two sons.

The improved cassava variety planted in 2019 was almost ready to be harvested at the time of the site visit and all households interviewed stated that they were very happy with the crop and wished to expand the area under cultivation. It was also apparent that the new cassava plots had been cared for and were well maintained. Other project affected households and other members of the community are keen to obtain cuttings of the improved cassava variety.

RECOMMENDATIONS:

- **Expand the improved cassava production initiative.** There were apparently about 200 households who had well established cropland in the area affected by Tilenga RAP 1, most of which would have included cassava. Since only 100 households received cuttings it is likely that the majority other project affected households would want and could also benefit from this initiative as part of a tailored livelihood restoration package for each household. This is particularly important, especially for vulnerable households, in terms of household food security given that cassava is the staple crop of local communities.
- **Number of potential participants.** Determine how many other project-affected households wish to receive improved cassava cuttings (as part of the exercise to establish a database and profile of each project affected household).
- **Improved cassava preparation and storage methods.** Apparently, improved methods of drying, grinding and storage of cassava meal are currently being investigated and this should be pursued since traditional methods are very rudimentary and undoubtedly lead to considerable losses post-harvest.

4.7.2 VEGETABLE GARDENING

CONTEXT AND ISSUES: Giovannetti (May 2019) recommended that a change in livelihood restoration strategy should give consideration to 'market gardening'. Household backyard and 'kitchen' gardens and small-scale community gardens (1-3 ha) can contribute

significantly to household food security, are usually popular amongst women's groups and can provide some supplementary household income. However, experience from rural development projects has shown that success depends very much on reliable water supplies, suitable sites, and in the case of larger community gardens, robust garden group organizational development and an available market for sale of surplus produce.

Rainfall in the area is sufficient for field crops such as cassava and millet, but supplementary water supplies will be needed for vegetable crops particularly during the two dry seasons.

Three opportunities to promote vegetable gardening amongst households displaced under RAP 1 are outlined as follows:

A. Backyard and 'Kitchen' Gardens for Displaced Primary Residents

Houses being constructed for displaced primary residents have corrugated iron roofs and gutters which enable collection of rainwater for storage in rainwater tanks. This provides an opportunity to irrigate small backyard and 'kitchen' gardens which can make a meaningful contribution to household food security. Precipitation in the Buliisa District is approximately 700mm per annum which means that from a 50 sq.m house about 35 000 liters of rainwater could potentially be collected each year. Additional storage tanks may be needed to maximize use of this potential amount of collected rainwater, and this should be the subject of a detailed assessment of rainfall distribution and garden irrigation requirements throughout the year.

RECOMMENDATIONS:

- Provide training in vegetable gardening for those displaced primary residents who wish to pursue this activity (likely to be mainly women members of the household).
- Assess whether additional rainwater tanks may be required to maximize use of all rainwater that could potentially be collected (resettlement houses currently being constructed will have one rainwater tank).

B. Gardens Adjacent to the Nile River

CIDI has organized the provision of training, advice and assistance to some households who were displaced under RAP 1 to establish gardens adjacent to the Nile river to the north of the Tilenga RAP 1 Project area. The garden prepared by [REDACTED] (head of a vulnerable household with orphans, ill and elderly members) is now well developed and productive and is serving as a very good demonstration for other project affected households and also other members of the local community. [REDACTED] has passed on her training (irrigated vegetable gardening and business management training courses) provided by CIDI to her son [REDACTED] who is now helping her with the garden, and also to her neighbor [REDACTED] who was also displaced by the project. There has thus been a ripple effect and other neighboring gardens along the edge of the Nile are currently being established.



part of their extensive garden on the banks of the Nile river.

Key issues associated with gardening adjacent to the Nile include:

- The Nile river adjacent to Murchison Falls National Park, its papyrus covered delta feeding into Lake Albert and the margins of the river are within a **Ramsar site**³. Apparently, permits to undertake gardening adjacent to the river and within the Ramsar site can be obtained, but this will need to be verified.
- At present households gardening adjacent to the river are collecting water by hand in watering cans and containers. This labor intensive and time-consuming activity limits the extent of gardens that can be cultivated.
- There is a significant danger of attacks by crocodiles while collecting water from the Nile.
- The provision of easily operated and maintained small solar pumps, piping to a header tank at the highest end of the garden, and a gravity distribution system by a hosepipe or sprinklers could significantly reduce labor inputs, extend the area under cultivation, increase vegetable production and mitigate the danger from crocodiles.
- However, if there is a significant increase in vegetable production beyond the household needs of participants and the limited 'farm gate' and local market, opportunities to market further afield will need to be investigated and pursued.
- Project affected households currently undertaking vegetable gardening adjacent to the Nile have apparently relocated to housing sites some distance away (2-3 kms) and this presents a security issue in terms of theft of produce and also

³ The Ramsar Convention on Wetlands of International Importance is an intergovernmental environmental treaty established by UNESCO which came into force in 1975 and to which Uganda is a signatory. It is named after the city of Ramsar in Iran where the convention was signed in 1971.

damage to crops by baboons and other wildlife. Some households have constructed, or intend to construct, rudimentary huts adjacent to their gardens to occupy temporarily while their garden produce is most susceptible to theft or damage by wildlife.

- Gardens established on lower slopes and too close to the Nile river are subject to flooding during periods of intensive rainfall and higher river levels.



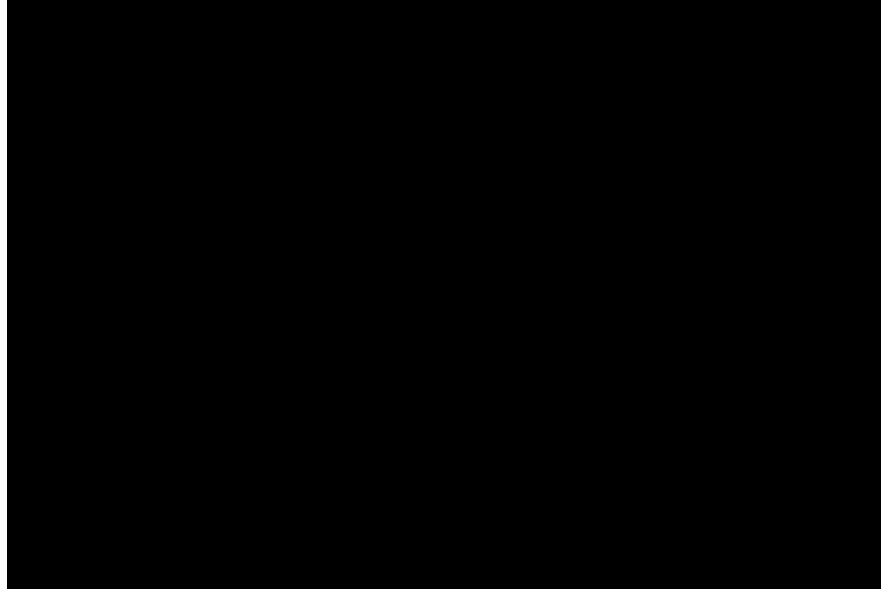
Collecting water by hand from the Nile River to irrigate gardens. Danger of attack by crocodiles.

██████████ had crop land that was acquired under RAP 1 and used some of his compensation to acquire land adjacent to the Nile; he also received assistance to establish an apiary. Together with 3 other PAPs and two other unaffected community gardeners they have purchased a petrol pump to irrigate their neighboring gardens adjacent to the Nile river. They are currently seeking additional funds to put in piping to pump water to a header tank, from which they could then irrigate their gardens by gravity.

RECOMMENDATIONS:

- Establish whether vegetable gardening is permitted within the Ramsar site adjacent to the Nile, and the extent of the area which could be utilized for this purpose by project affected households and other community members.
- Establish how many economically displaced households are interested and could participate in vegetable gardening adjacent to the Nile.
- Investigate various pump and irrigation systems available in Uganda that would be most suitable to enable vegetable gardening adjacent to the Nile (capital and operating costs), and in particular low maintenance solar pumps.
- Investigate potential markets for produce such as 'farm gate', local, Bungungu Camp, Buliisa and Hoima.
- Establish a garden group or groups if a significant area adjacent to the Nile could be developed, provide training in organizational development, vegetable production, business management and marketing.

- Investigate whether the nascent garden group established by [REDACTED] and other project affected households is viable and could be assisted to establish their irrigated garden.



Solar Panels and pump displayed at the Kampala Agricultural Show in February 2020 that could be suitable to facilitate irrigated vegetable gardening



Small size of solar pump which can be easily relocated to different sites

C. Community Garden at Kirama Village Site

A number of households physically and / or economically displaced under RAP 1 have settled in, or already live in or near Kirama Village. This site has apparently been identified as an area suitable for increased settlement and a large water storage tank has been erected which will be supplied from a district reticulated water system. Water will be supplied from the storage tank under gravity to the village. Depending on the quantity and availability of water from this system a small-scale community garden (1-2 ha) could be

4.7.3 FRUIT TREES

CONTEXT AND ISSUES: Giovannetti (May 2019) expressed concern that a focus on longer term crops, such as fruit trees, did not address the need to quickly re-establish the livelihoods of project affected households in the short-term. Some PAPs were provided with fruit tree seedlings (including mango, orange, banana) but apparently most were not cared for and many seedlings were damaged by livestock or died during dry periods. NARO staff stated that in their experience shorter term crops which are staple foods, such as cassava, are generally cared for much better than longer term fruit tree crops and that this was a major constraint in promoting local fruit production in the area.

RECOMMENDATIONS:

- **Address fruit production as a longer-term community development initiative.** Discontinue the provision of fruit tree seedlings as part of the livelihoods' restoration programme. Address this in the longer-term Community Development Plan being prepared by NewPlan which could include promotion of fruit production associated with irrigated vegetable gardens along the Nile river and household 'kitchen gardens', and the development of a local nursery if there is sufficient demand

4.7.4 APICULTURE

CONTEXT AND ISSUES: As part of the livelihoods' restoration programme beehives and training were provided to a number of interested PAPs to establish apiaries. Three participating PAPs were interviewed [REDACTED]. All stated that the training and assistance they had received from CIDI was comprehensive and it was apparent that they were all very enthusiastic and keen to engage in this new entrepreneurial opportunity. All their beehives had been successfully colonized by bees but none of the participants had harvested any honey yet. Honey production was expected to commence shortly and all participants believed that they would have no problem marketing the product locally.

The location of the apiaries needs to be relatively close to sources of nectar and CIDI stated that it was expected that those apiaries situated closer to the Nile river and indigenous vegetation in the Murchison Falls National Park would perform better than those located further afield in areas with degraded vegetation.



■■■■■ wearing a protective suit to manage her apiary

The introduction of apiculture as a means of contributing to the restoration of the livelihoods of PAPs and their households appears to be very useful and has potential to be successful and sustainable and provide a means to earn some household cash income. It has apparently also raised an interest amongst other members of the local community not affected by the Tilenga Project.



■■■■■ with his apiary consisting of ten colonized beehives

RECOMMENDATIONS:

- **Organizational Development.** Consider promoting the establishment of an Apiculture Interest Group (Bee Network) amongst existing PAPs with apiaries and other interested members of the community to share experiences, obtain training, advice and guidance and collaborate to establish a sustainable market for honey

4.7.5 LIVESTOCK HUSBANDRY

Livestock production is one of the three major livelihood activities in the Buliisa District, the others being agriculture (cropping) and fishing in Lake Albert. The local community's interest in livestock is very much determined by gender; women generally taking care of goats, pigs and poultry (chickens and ducks) and cattle being kept by men. However, the value of cattle is generally seen as the number of cattle owned and not the value of cattle products. Cattle are an important indicator of wealth and are used for traditional bride price payments.

As a result of the severe decline of the Lake Albert fishery and reduced catches there is increasing local demand for meat from livestock production. Poorer local households without access to fish or meat are becoming dependent on crops (mainly cassava) for sustenance, and this has apparently led to increasing cases of malnutrition, particularly amongst children.

Local extensive livestock production methods are predominantly low input and low risk but with low output. A key challenge to local livestock production is the prevalence of animal diseases and minimal existing disease controls. These diseases include tick-borne pathogens and worms, mange amongst goats, swine fever amongst pigs, and Newcastle disease amongst poultry, particularly during the dry seasons (January to March, and June to September).

The Senior Veterinary Officer at Buliisa, [REDACTED], stated that small improvements in disease control could result in significant increases in local livestock production, such as regular spraying with pesticides and de-worming. However, livestock improvement programmes should not be based on introducing completely new breeds to the area but should focus on developing cross breeds with local livestock which tend to be somewhat more resistant to diseases prevalent in the area. The establishment of water troughs for livestock strategically located within grazing areas could also significantly reduce stress caused by walking long distances to obtain water, particularly during the dry seasons, and maximize use of available grazing land. Since much of the area is currently overgrazed, livestock improvement programmes should not focus on increasing the number of animals but on improving yields from existing numbers of livestock and improving existing grazing resources and the availability of fodder, including post-harvest crop residues such as maize stover.

The introduction of any more intensive livestock production systems will need to take account of existing cultural practices, especially gender issues, related to the management and use of livestock. Experience elsewhere has shown that caution needs to be exercised in rapidly introducing too many new systems of livestock production and that success is more likely to be achieved if gradual change is based on incremental improvements to existing production systems.

The following sections address livestock improvement programmes that could contribute to livelihood restoration for project affected households. However, these interventions would generally be better applied linked to broader longer-term social investment and community development initiatives.

4.7.5.1 POULTRY PRODUCTION

CONTEXT AND ISSUES: Giovannetti (May 2019) recommended that a change in livelihood restoration strategy should give consideration to *'introducing more intensive poultry breeding, including better feed and importantly providing a sanitary environment...'*

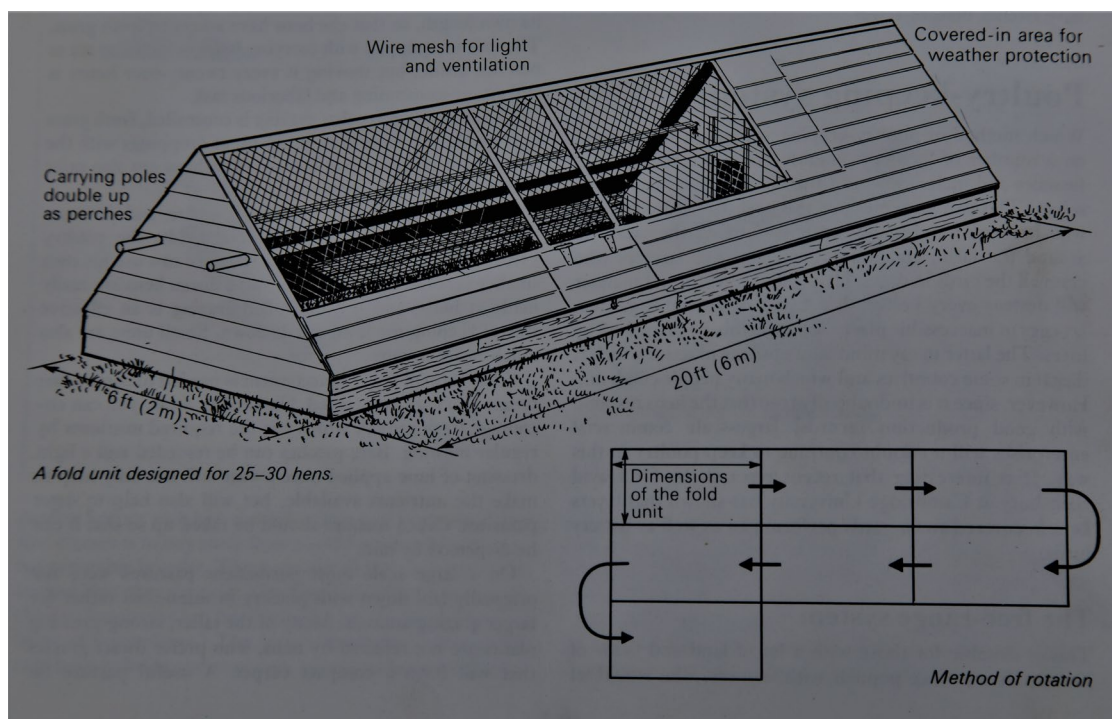
Small-scale poultry production of broilers and eggs (usually in the range of 50-500 birds) can provide a sustainable income and contribute significantly to the nutrition and livelihoods of rural households provided there is access to supplies (broiler chicks, layers, water, feed and veterinary supplies) and an adequate and reliable market for produce. It was observed that there are a number of outlets in Hoima which provide supplies for poultry production, and apparently small-scale poultry production is popular amongst many households in the vicinity of Hoima.

However, poultry production amongst households economically displaced under Tilenga RAP 1 and amongst households in Bulliisa district is apparently almost entirely limited to keeping a few local chickens uncaged around the household, which forage and scratch for their own food from household scraps and the surrounding environment (insects, plant seeds, grass). Thus, there are no feeding or poultry housing costs, but disadvantages include losses to predators (raptors, jackals, civets, mongoose, dogs, cats, etc.) and eggs laid in hidden nests.

TEPU CTLOs, CDOs and CIDI staff at Bungungu Camp felt strongly that it was unlikely that local affected households would be interested in more intensive poultry production. There would need to be a change in local cultural attitudes towards poultry production as a means of contributing significantly to household food security and livelihoods. Interviews undertaken with local affected households tended to confirm this assessment.

However, since more intensive small-scale poultry production can be an important component of the mix of livelihood activities for rural households the concept should be pursued and discussed with project affected households, and in particular with local women's groups, since within the local culture it is the women who take care of household chickens. If an interest is shown, consider setting up a small demonstration unit with one interested and willing household which would serve as an example for other households.

Such a demonstration unit could consist of a portable housing unit and run (approximately 6m x 2m) suitable for some 25-30 laying hens or broilers (refer to diagram below). The unit is equipped with carrying poles (which also serve as perches inside) and is rotated every few days on grass pasture, or on vegetable beds before the planting of a new crop, which then benefits from the chicken manure.



Portable poultry housing unit and run which can be rotated on grass pasture or on vegetable beds (before planting a new crop) thus benefitting from chicken manure

The advantages of such a moveable unit are that poultry and their grazing/ foraging are controlled, there is no build-up of droppings and consequent parasites and disease, less danger from predators and, with the addition of a nesting box, eggs are easily retrieved and not lost.

Households with fewer birds and less space could use a smaller version of this unit, which is easier to move. Commercially produced small cages to house a few laying hens, with feed and water troughs, and egg and chicken manure collection trays are available in Uganda (refer to the photograph of such a unit displayed at the Kampala Agricultural Show). Less expensive simple rudimentary structures could also be constructed by households from locally available materials and equipment.

Poultry kept in these units would require feeding (only supplementary feeding for poultry in the moveable unit since they could still forage to some extent as the unit is moved to new pasture/ vegetable beds with crop residues). Locally produced crops (millet, cassava) and household food and vegetable scraps could be used but some additional poultry feed would probably need to be purchased. Thus, while eggs/ broilers are likely to be utilized mainly for household consumption, some produce may need to be sold to cover feed and equipment costs and the cost of suitable breeds of day-old chicks/ egg-layers. There is likely to be a sufficient local market demand for produce but this should be investigated.



**Cage for laying hens with feed and water troughs and egg and manure collection trays
(Kampala Agricultural Show)**

If these types of simple very small-scale improved poultry production systems prove to be popular, somewhat larger production systems for broilers or egg layers (say 300-500 bird units) could be investigated at a later date as part of an on-going social investment or community development program.

RECOMMENDATIONS:

- Discuss with project affected households (in particular women) whether they would be interested in implementing very simple small-scale improved poultry production systems. Consider taking an interest group to Hoima to visit households with these poultry systems.
- If there is an interest, consider establishing a demonstration unit with the most interested household at first.
- If this proves to be successful, consider possible wider implementation with other interested households.
- Encourage the establishment of a poultry interest group (likely to be predominantly represented by women).
- Investigate suitable suppliers in Hoima of day-old chicks, layers, poultry feed and equipment, veterinary requisites, etc.
- Provide training in poultry production to participating households.
- Link poultry production with household backyard or kitchen gardens as discussed previously.

4.7.5.2 CATTLE AND SMALL RUMINANTS

CONTEXT AND ISSUES: Giovannetti (May 2019) recommended that a change in livelihood restoration strategy should give consideration to *“introducing more intensive livestock breeding methods, including zero grazing (or quasi zero-grazing-intensive fattening) for small numbers of selected animals (cattle, small ruminants, pigs), better feed, forage crops, and genetic improvement of stock.”*

Experience elsewhere with rural development projects has shown that, while these are certainly possible methods of improving local livestock husbandry and production, introducing such changes amongst traditional rural communities is not easy and takes considerable time to implement.

Currently, cattle and small ruminants are grazed on communal land with no fences. Some areas are overgrazed because of local overstocking, additional seasonal use of grazing by nomadic pastoralists, and dwindling available veld pastures as more land is increasingly used for cropping and human settlements. There are limited local watering points, and this issue is exacerbated in the dry seasons, resulting in long walking distances to the nearest available water. There is a danger of attack by crocodiles while livestock drink from the Nile river. Poor animal health is a key issue and there is limited access to veterinary assistance and supplies. Livestock are not regularly dipped or sprayed with pesticides to kill ticks and other parasites and to prevent the transmission of diseases.

CNOOC have introduced two young Boran bulls to local African long-horned Ankole cattle herds in order to help improve the stock as part of their social investment program for communities affected by the development of the Kingfisher site and construction of the access road down the escarpment. Unfortunately, the young Boran bulls introduced by CNOOC became ill soon after their arrival and required veterinary treatment but are now recovering.

Ankole cattle have traditionally been husbanded by the local community and nomadic pastoralists. Boran cattle are a popular Zebu beef breed in Eastern Africa which originate from native short-horned cattle of the Borana Oromo people in southern Ethiopia.

Boran cattle have a high resistance to heat, ticks and eye diseases, can endure water scarcity and live on low quality feed, are highly fertile, mature earlier than many other breeds, are noted for their docility, strong herd instinct and protection of their young, keeping predators at bay. Boran breeds have become popular internationally and are raised mainly for beef, but can also be used for dairy, although milk yields are not particularly high.



Young Boran Bull introduced to a herd of local long-horned Ankole cattle. CNOOC Community Development Project.

CNOOC has also introduced two Boer goat bucks (males) to local herds owned by communities affected by the development of the Kingfisher site and its access road.

Boer goats originate from South Africa and were probably bred from indigenous goats kept by Namaqua and Khoisan communities crossed with some Indian and European breeds. They have been bred for meat rather than milk production and have become popular worldwide, and in particular in the USA. Boer goats have a fast growth rate, excellent carcass qualities, a high resistance to disease and they adapt well to hot, dry environments. Cross breeding Boer bucks with local goat breeds is a common means of spreading their genetic pool.

██████████ reported that they had found that, on some of their projects in Uganda, Mubende goats did better than pure bred Boer goats, but not better than cross-bred Boer goats. Mubende goats are an indigenous breed from the Kabale and Bundibugyo districts of Uganda which have a tolerance to heart water (an endemic tick-borne disease), other diseases and worms, and they survive well during drought conditions being able to go without drinking water for a few days. Mubende goats are relatively large with high quality meat and their skins are popular on local and international markets for tanning and production of leather goods. They are commonly raised for meat consumption during special occasions, ceremonies and celebrations.

It will take some time until there is a significant number of offspring from the introduction of Boran bulls and Boer goat bucks and for the characteristics of local herds to change and increased production potential to be realized. Apparently, CNOOC had originally planned to introduce more bulls and goat bucks but the number was limited by budget constraints. Livestock belonging to local households are grazed together on communal land without fencing and thus this makes it difficult to target a particular household for livelihood restoration.

NARO staff stated that there was potential to promote the planting of improved pastures, fodder crops and the use of crop residues such as maize stover. However, given the nature of existing uncontrolled communal grazing systems, some seasonal use of grazing land by nomadic pastoralists, the lack of fencing and the time required to change current livestock husbandry practices, it is unlikely to be a useful approach to achieve livelihood restoration in the short term. As such improvement of local stock and livestock food sources is more suited to a longer-term overall community development project rather than a targeted mitigation measure to restore the livelihoods of specific project affected households.

RECOMMENDATIONS:

- **Organizational development.** As part of a longer-term Community Development Plan encourage project affected households and other local community members to establish livestock interest groups (cattle interest groups are likely to be mainly represented by men and goat interest groups by women).
- **Link cattle and goat husbandry with vegetable gardening.** Encourage project affected households who own cattle and/or goats to construct a kraal to keep livestock overnight, preferably near their vegetable garden or crop land. Manure can then be collected to fertilize crops.
- **Livestock water supplies.** Water supply systems established for vegetable gardens could also be used to water household livestock in troughs. Work with district authorities to provide strategically placed watering points in communal grazing lands as part of a broader community development programme.
- **Livestock health.** Continue inputs by TEPU field staff and CIDI to work with Buliisa livestock and veterinary government officers to boost their efforts vaccinate and treat animals, improve control of ticks and diseases, improve access to veterinary supplies and provide advice and training to livestock interest groups.
- **Improved stock.** Monitor CNOOC's attempt to improve local livestock, take cognizance of lessons learned, and on this basis consider a similar intervention to improve the quality and suitability of local livestock as part of a longer-term community development programme.

4.7.6 FISH FARMING

CONTEXT AND ISSUES: CNOOC is establishing a large-scale fish-farming project with a local community at Kina village approximately 4kms from their Kingfisher site. Fingerlings are initially raised in small nursery cages in Lake Albert and are subsequently transferred to large fish cages, approximately 10m in diameter, which are suspended from flotation drums anchored several hundred metres offshore. Each fish cage can accommodate 60 000 tilapia which are harvested after six months for sale in local markets and as far away as Kampala. Two local community members have been trained to manage the project and other community members provide security.

Key issues include the need for very careful management, daily feeding with commercial feed pellets, disease control and security against theft of fish from cages far from the shoreline. The potential for theft is high given the value of 60 000 fish, especially as they near maturity, and in the light of the reduced catches in the severely degraded Lake Albert fishery.

Apparently, some household members affected by Tilenga RAP 1 do undertake some fishing in Lake Albert as part of a range of overall household livelihood activities. It is understood that this is a temporary seasonal activity, but that it is becoming less common given the decreasing fish catches. Since Lake Albert is located some distance away from the homes of PAPs they stay in temporary accommodation along the Lake Albert shore while engaged in fishing.

This type of fish farming would not be easy for Tilenga RAP 1 affected households to undertake, given that large scale fish farming requires constant daily management and protection.

However, much smaller scale fish cages could be placed in the Nile river and could also be associated with the vegetable gardens being developed by some PAPs along the banks of the river. Security issues would include potential for theft and attack by crocodiles while managing the cages.

If there is an interest in this type of fish farming by affected households it could make some contribution to livelihoods, and especially household food security.

RECOMMENDATIONS:

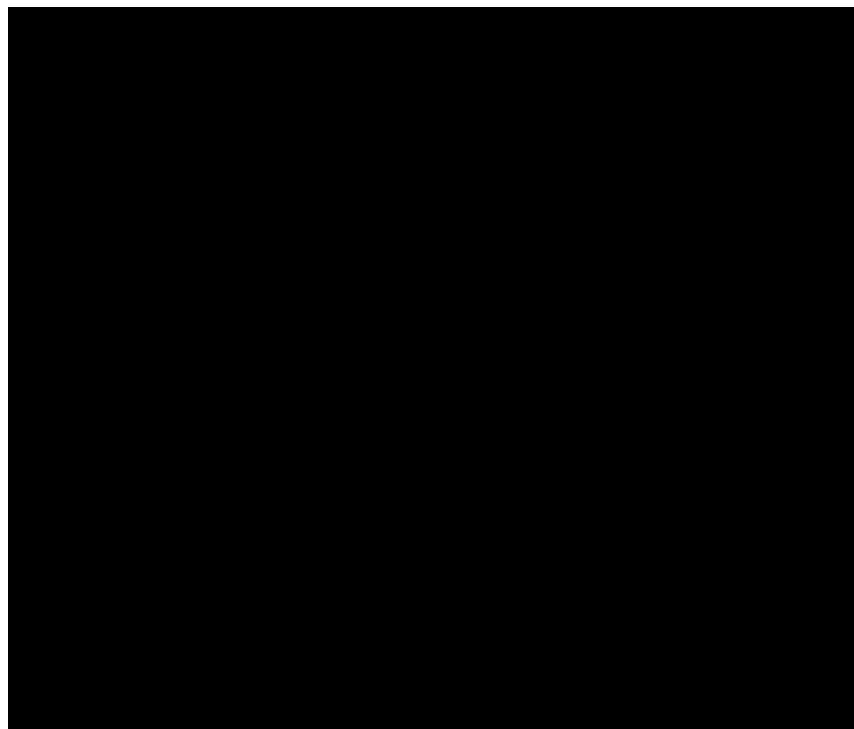
- Establish whether small scale fish farming is permitted adjacent to the banks of in the Nile river within the Ramsar site.
- If permitted, engage with economically displaced households, and especially those with vegetable gardens adjacent to the Nile, to ascertain whether there is an interest in this livelihood activity.
- Consider engaging LIPRU who have relevant experience. Take an interest group to visit their projects which have small scale fish farming systems.
- If there is an interest, consider establishing a demonstration unit with the most interested household at first.
- If this proves to be successful, consider possible wider implementation with other interested households.
- Encourage the establishment of a fish farming interest group.
- Investigate suitable suppliers for fish cages, fingerlings, feed, etc.
- Provide training in fish production to participating households.

4.7.7 VOCATIONAL TRAINING AND SKILLS DEVELOPMENT

CONTEXT AND ISSUES: The livelihoods restoration plan made provision for vocational training and skills development for PAPs. In the latter half of 2019, Future Options, a Ugandan skills training organization, provided Business Management and Vocational Training, including support to the vulnerable group of PAPs who also participated in these courses. Financial literacy training was provided by a separate contractor.

Initially, a stakeholder engagement process and needs assessment was undertaken with 204 PAPs to identify which types of training courses were required. Short-course training was subsequently provided to a total of 346 PAPs. The Business Management Training Courses were popular and were attended by 53 PAPs, 21 of whom were from the vulnerable group. There was a considerable demand for driving skills training but only a

limited number could be trained with available resources. Five PAPs successfully completed this training and had hoped to find employment opportunities but have not yet been successful, especially in the light of the current moratorium on project activities.



_____ and his Certificate of Completion of a Driving Course

Initially the implementation policy only provided for training of individual PAPs and not any other member of the PAP's household. Subsequently, when older PAPs stated that they would prefer younger members of the family to receive training that they could use to find employment (such as drivers), the policy was changed to allow training of an alternate member of the household.

There has been some follow-up support provided to PAPs who have completed training courses but apparently follow-up activities are constrained by budget limitations. Some budget remains for further vocational training of about 40 PAPs in 2020 who have yet to receive any livelihood restoration benefits. It is planned to offer additional driving skills training courses and also courses on motorcycle and motor car mechanical repairs and food preparation and catering.

RECOMMENDATIONS:

- As stated previously livelihood restoration measures should be tailored per affected household and not just the PAP. Use vocational training and skills development as part of the package to ensure livelihood restoration for each affected household.
- Apparently, the budget for vocational training, skills development and follow-up support is limited. Review budget needs following an assessment of the extent of input that is still required to achieve livelihood restoration for all affected households.

- Follow-up support for trainees, where required, is critically important to ensure that skills learned are used effectively.
- Consider using other Ugandan organizations to provide vocational training and skills development. Apparently Millenium Business School (catering course) and St. Simons (auto mechanics courses) are being considered currently. Other potential training organizations include Technoserve, St. Joseph's Vocational Training Institute, and LIPRU (refer to Appendix 9.2).
- The need for and implementation of on-going vocational training and skills development must take account of livelihood opportunities that will be available in the light of the current moratorium on TEPU's project activities and also restrictions on activities resulting from the coronavirus pandemic.

4.8 GENDER CONSIDERATIONS

CONTEXT AND ISSUES: Giovannetti (May 2019) reported that from his interviews it appeared that wives of household heads had been kept informed and participated in land acquisition and compensation proceedings. He also stated that there had been no reports of any women or children being abandoned and left destitute after the husband received land acquisition compensation. Interviews undertaken for this review confirmed this assessment.

However, marginalization of women and their exclusion from benefits is a common problem with many land acquisition and livelihood restoration projects and pro-active planning and on-going vigilance is required to address this issue if it arises.

RECOMMENDATIONS:

- Ensure that women in economically displaced households continue to fully participate in on-going discussions and negotiations to implement livelihood restoration measures for the household.
- Encourage the inclusion in each household's livelihood restoration package activities that the women would prefer or undertake traditionally, such as taking care of crops, vegetable gardens, poultry and goats.

4.9 GRIEVANCE MANAGEMENT

CONTEXT AND ISSUES: Giovannetti (May 2019) stated that there were relatively few grievances and that the grievance management system was generally in compliance with international standards; this was confirmed in the course of the current review. Giovannetti did, however, make various recommendations for improvement including the need to categorize grievances in order to better identify generic grievances and potential systemic deficiencies which required corrective actions.

A grievance log and a concerns log have been established. A grievance is regarded as a complaint or issue that has been received and formally recorded in the grievance log and either resolved immediately and closed out or is subject to on-going investigation and resolution.

However, in other instances potential concerns or rumours raised in meetings or reported by third parties are noted in a concerns log for record keeping and further investigation. These potential concerns are then followed up and, if verified, efforts are made to identify the relevant complainants and obtain details of the grievances which are then recorded in the grievance log for further action. The purpose of the concerns log is to capture issues or rumours which have not yet been substantiated as genuine grievances, but which the project should be aware of and followed up as appropriate.

Care needs to be taken to ensure that complaints raised in the concerns log do not become 'parked' and are not fully investigated. For instance, as stated previously (Section 4.6), [REDACTED], representative of a vulnerable household, raised a concern that they were having difficulty obtaining adequate food supplies after the provision of food rations ended. This was apparently entered into the concerns log but given that the period of transitional support had ended this was not addressed further. As a vulnerable household, and as part of the livelihood restoration measures for this household, it should have been followed up.

It is also not clear whether all Giovannetti's recommendations on improving the grievance management system have been fully implemented.

RECOMMENDATIONS:

- Ensure that all Giovannetti's recommendations to improve the grievance management system have been addressed and implemented and that grievances are recorded and tracked in the Borealis system.
- Ensure that all entries in the concerns log are given serious and adequate attention and followed up and closed out if they are not raised up to the grievance log.
- Ensure that, where there is a general principal to provide transitional support for a given period of time, an assessment of all recipients is undertaken to identify any specific vulnerable households that may require exceptional additional on-going support. Such an assessment is essential to enable informed decision making in this regard.

4.10 ASSESSMENT OF EXISTING AND POTENTIAL SERVICE PROVIDERS

CONTEXT AND ISSUES: A number of service providers have been assisting with the implementation of the livelihoods' restoration plan. There are a number of other service providers who could also provide specific inputs to on-going implementation. Interviews were conducted with these service providers and Appendix 9.2 provides a summary of their experience, key issues and competency.

RECOMMENDATIONS:

- **Atacama** undertook the original socio-economic survey, prepared the first annual M&E report and have a sound knowledge of and relationship with affected PAPs and their households. Atacama currently have no staff based in the field. Atacama staff interviewed appeared to be knowledgeable and competent and provided well

thought out insights concerning implementation of RAP 1. Atacama could play a key role in consolidating baseline data, on-going consultation with affected households, updating and preparing individual household profiles, tailoring individual household livelihood restoration packages, monitoring implementation and providing support to the TEPU Field Supervisor.

- **Community Integrated Development Initiatives (CIDI)** has been implementing the agricultural aspects of livelihoods restoration plan, but not livestock production which was removed from their brief for cost saving reasons. CIDI's previous experience and skill sets have apparently been mainly focused on community development projects and not specifically on livelihood restoration and this appears to have influenced their approach. There is a need for more focus on livelihood restoration for each economically displaced household. TEPU Kampala staff expressed concern about CIDI's project management skills and ability to follow through with management and coordination of team inputs and to make adjustments where necessary. However, all CIDI staff interviewed appeared to be knowledgeable, competent, enthusiastic about their work and had apparently established close trust relationships with PAPs. CIDI's contract has apparently focused on **output** targets but should also include an assessment of **outcomes** of livelihood restoration interventions per affected household. CIDI's current contract for two years may need to be extended to complete livelihood restoration implementation but restructuring of CIDI's team should be undertaken to ensure inclusion of staff with appropriate livelihood restoration skills and adequate overall management of team inputs.
- **Living Earth** provided transitional support to PAPs (dry rations) and acknowledged that they had problems associated with administration, capabilities and logistics resulting in delays. Apparently, lessons have been learned and improvements made. Living Earth have prior experience with international development organizations in promoting livelihood enterprises and provided substantial input to implementation of CNOOCs livelihood restoration plan. Living Earth could usefully apply their previous experience with vegetable gardens, small scale poultry production, small scale caged fish production and various SMEs and this should be investigated further.
- **Future Options** provided vocational training and vulnerable group support. Some budget remains for further training of PAPs in 2020 and this should be implemented. Future Options representatives interviewed were knowledgeable, insightful and enthusiastic about their work, with many good suggestions.
- **Technoserve** has not been involved with Tilenga RAP 1 but is looking for opportunities to partner in livelihood restoration and community development projects. Main focus is on building capacity of farmers and building agricultural value chains, also skilling youth without formal education with basic livelihood and vocational skills. Wide experience with vegetable, poultry and livestock production. Technoserve appears to have comprehensive experience and skills, particularly with agrarian capacity building, and opportunities to engage them with livelihood restoration should be explored further.
- **Livelihoods Improvement Programme of Uganda (LIPRU)** has not been involved with Tilenga RAP 1. They work with Ugandan government departments and international

development agencies to implement livelihood improvement programmes including agroforestry, planting fruit trees, household livestock production (poultry, cattle, goats, pigs), improved pastures, small scale fishponds, small scale irrigated and kitchen vegetable gardens, community plant nurseries. LIPRU appears to have comprehensive experience and skills more related to livelihood improvement and restoration than most other service providers. Opportunities to engage them with livelihood restoration should be explored further.

- **Shiloh Farms (Uganda) Ltd.** has not been involved with Tilenga RAP 1. Expertise includes developing and implementing agricultural programmes, planning commercial agricultural business programmes, agricultural mechanization services (production to processing), commercial production and value chain development, food safety standards, raising community awareness through training, demonstration farms and rural development service centers. Shiloh Farms appears to be more orientated towards providing assistance to commercial medium to larger scale farmers rather than small-scale and subsistence farmers. Commercial farming systems promoted by Shiloh Farms may be too sophisticated for adoption by project affected households. Input by Shiloh Farms could be useful at a later date in respect of a broader community development plan to demonstrate and gradually improve farming systems in the area in the longer term.
- **St. Joseph's Vocational Training Institute** (near Hoima) has not been involved with Tilenga RAP 1. Provides a variety of vocational training and skills development courses including welding, carpentry/ joinery, bricklaying and building construction, tailoring, hairdressing, business management and enterprise development. Trained young men and women from communities affected by CNOOCs development of the Kingfisher site and access road. Opportunities to engage them with skills development and enterprise establishment for project affected households should be explored further.
- Other established third parties with sound reputations for assisting rural communities, including livelihood improvement programmes, should also be considered, such as **World Vision (Hoima)**. They have apparently assisted communities with small scale community, kitchen and backyard gardens in the Hoima District. Opportunities to engage such a third party or use their projects as demonstrations for RAP 1 project affected households should be explored further.

4.11 ORGANIZATIONAL STRUCTURES AND RESOURCES

CONTEXT AND ISSUES: Giovannetti (May 2019) noted that generally more resources were required to implement livelihood restoration activities and that more clarity was required regarding organizational arrangements, supervision and allocation of responsibilities for implementation. This current review confirms that this continues to be a major issue and that there is an urgent need for adequate resources and coordination of livelihood restoration activities.

As an example of resource constraints and cost cutting requests by C&P to achieve some savings, CIDI removed some activities from their original brief, including implementation of livestock production projects to restore livelihoods. Unfortunately, this was not made known to TEPU staff involved with livelihood restoration until execution of the brief.

There have also been delays in implementation because of a lack of personnel with adequate capabilities and experience to successfully coordinate and implement the livelihood restoration programme, both within TEPU and amongst external service providers. Since PAPs and their households have already relocated it is critically important that there are no further delays in ensuring restoration of their livelihoods to meet the requirements of IFC PS5.

Atacama apparently originally played a key role with activities in the field and deployed a number of CLOs. However, Atacama is currently no longer engaged with activities in the field and there are issues with a lack of resources to coordinate inputs by different service providers, and to ensure that **attention is given not only to outputs but more importantly to outcomes of livelihood restoration interventions**. There is also a considerable amount of work to be undertaken in compiling household profiles, ensuring that all economically displaced households have tailored livelihood restoration packages, undertaking on-going internal monitoring and evaluation, and preparing for a close-out audit. This is over and above the existing responsibilities of CTLOs including grievance management, community engagement and consultation, and engagement with social investment projects at Nwoya, Buliisa and Hoima.

TEPU currently has the following personnel based in the field at Bungungu Camp:

- One Community and Tourism Liaison Officer (CTLO) Supervisor position back-to-back (hence two Supervisor CTLOs)
- Three Community and Tourism Liaison Officer (CTLO) positions back-to-back (hence six CTLOs)
- One Community Development Officer (CDO); supported by one of the CLOs above when on leave.

Ideally this team should be able to not only coordinate and supervise the third-party service providers and contractors involved with livelihood restoration but also compile the Household Profiles discussed in Sections 4.2 and 4.3. However, concern was expressed by TEPU Kampala based staff that this team does not currently have the requisite capability and supervision skills to adequately undertake this task.

TEPU currently has the following personnel based in Kampala who are involved with land acquisition compensation, livelihood restoration and community development:

- Social Affairs Manager
- Community Impact Management Coordinator (responsible for Livelihood Restoration)
- Compensation Specialist
- Social Investment Assistant
- Data Coordinator

The following key positions are currently vacant:

- Social Safeguards (the position evolved from the Social Studies Coordinator and has been unfilled since early 2019)
- Stakeholder Engagement Coordinator (position vacant since Q4, 2019)
- Social Methods Engineer (including Monitoring and Evaluation).
- Data entry clerks (positions vacant since Q4, 2019)

RECOMMENDATIONS:

The following recommendations concerning an improved organizational structure, roles and responsibilities to complete resettlement and livelihood restoration activities have been developed after further on-going discussions with [REDACTED] on 5 May 2020.

KAMPALA HEAD OFFICE: ORGANIZATIONAL STRUCTURES, ROLES AND RESPONSIBILITIES.

It is recommended that the following organizational structure, positions, roles and responsibilities be established by TEPU in Kampala to not only oversee the implementation of Tilenga RAP 1 but also to provide input to the implementation of other RAPs.

Social Affairs Manager. Responsible for management of TEPU's Social Affairs team.

- **Independent External Social Safeguards Advisor** to provide support to the Social Affairs Manager and the various role players in the team, including Land Acquisition and Resettlement, Livelihoods Restoration, Community Safeguards, Stakeholder Engagement, and Social Methods (internationally experienced social development and resettlement specialist with good interpersonal relationship skills to provide guidance and support as and when required to TEPU and their Kampala and Field teams to ensure compliance with Ugandan, IFC PS and other requirements).

Given that (i) land acquisition and compensation and physical resettlement, (ii) livelihood restoration and (iii) community development involve different tasks, schedules and skill sets it is recommended that responsibilities for these activities be separated as follows:

A. Overall Land Acquisition, Resettlement and Livelihoods Restoration Coordinator (with extensive experience of physical resettlement and livelihood restoration to oversee TEPU's Kampala and Field Teams working on the implementation of various RAPs). The following posts would report into this position:

- **Land Acquisition and Resettlement Coordinator** (with specific experience of compensation for land and other assets and physical resettlement, to oversee completion of Tilenga RAP 1 resettlement houses, and to coordinate implementation of other RAPs).
- **Livelihood Restoration Coordinator** (with specific experience of livelihood restoration mitigation measures, and in particular agriculture systems, to oversee completion of livelihood restoration for Tilenga RAP 1 project affected households, and livelihood restoration for other RAPs).

B. Social Safeguards and Community Development Coordinator (with experience of integrated rural and community development projects, to oversee development and implementation of strategic Social Management Plans (SMPs) for Tilenga RAP 1 and other RAPs to benefit project affected communities in the longer term and to earn a social license to operate). Positions under the Social Safeguards and Community Development Coordinator to support execution and monitoring of the SMPs would include Community Development Officers working with different departments to

address amongst other aspects, health, safety and security, transport, influx management, labour, gender issues, etc.

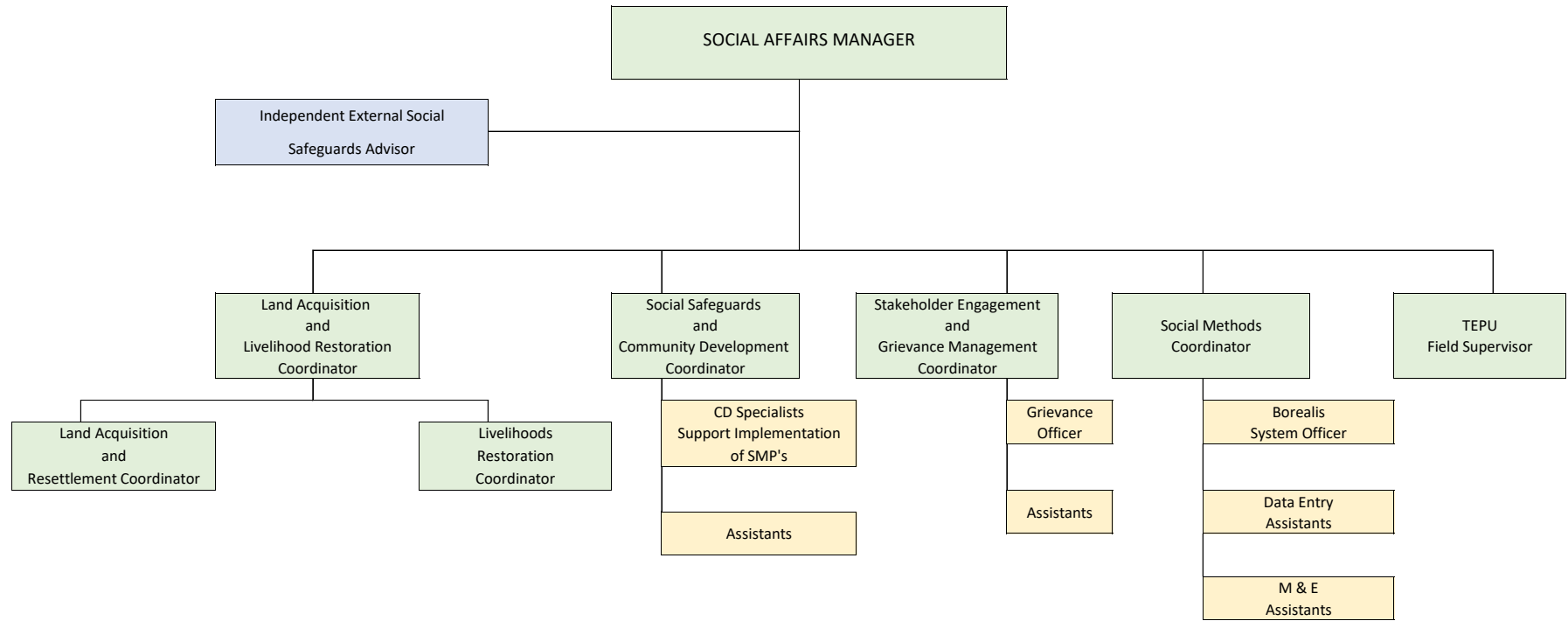
- C. Stakeholder Engagement and Grievance Management Coordinator** (with experience in community relations and resolution of grievances; to provide oversight, guidance and advice to the Kampala and field teams).

- D. Social Methods Coordinator** (with experience in social impact assessment, data collection and management, monitoring and evaluation [M&E]; to coordinate implementation of the Borealis system, provide oversight, guidance and advice to the Kampala and field teams). Data entry and M&E assistants would report to the Social Methods Coordinator.

Organogram: The following organogram depicts the proposed organizational structure of the team based in Kampala:



KAMPALA



SITE LEVEL AT BUNGUNGU CAMP: ORGANIZATIONAL STRUCTURES, ROLES AND RESPONSIBILITIES.

TEPU Field Supervisor: At site level there is a need for an experienced overall TEPU Field Supervisor with excellent leadership skills to oversee implementation of:

- (i) completion of land acquisition compensation (including construction of replacement housing),
- (ii) livelihood restoration, and
- (iii) longer-term community development initiatives.

The Field Supervisor should ideally be a social development specialist with sound experience of resettlement projects, involving both physical and economic displacement, and also with experience of community and integrated rural development projects.

The role of the Field Supervisor would be to provide on-going support to the field team, including external service providers, involved with implementation of the three activities listed above. This would include supervision of activities, training and capacity building, monitoring and evaluation to ensure the required outcomes.

In respect of livelihood restoration a critically important role of the Field Supervisor would be to track inputs and progress by the team to restore the livelihoods of each affected household, assess outcomes against baseline information, determine if any corrective actions are required and, if so, to make appropriate recommendations for remedial action. Careful and close supervision is essential to ensure that livelihoods are restored as soon as possible, particularly for vulnerable households. This will include supervision of the establishment of household profiles and on-going updating as livelihood restoration measures are implemented. This will ultimately facilitate an independent close-out audit to confirm the completion of livelihood restoration activities for all affected households.

External Service Providers/ Contractors. Recommended roles and responsibilities of existing external service providers/ contractors are outlined as follows:

Atacama. As stated above, although Atacama is no longer based in the field, the organization undertook the original socio-economic baseline survey and their CLOs established a close rapport with project affected households. Thus, Atacama has an extensive existing institutional knowledge of the particular circumstances of each affected household.

As such, Atacama is well positioned to assist the TEPU Field Supervisor to ensure that the livelihoods of all affected households are restored. This would include on-going liaison with affected households, compilation of individual household profiles and the planning and tailoring of livelihood restoration packages for each affected household. In order to efficiently complete livelihood restoration assistance to all affected households as soon as possible and to enable a close-out audit, it is recommended that Atacama be commissioned to provide additional resources on site as follows:

- **Atacama Team Leader** (with livelihood restoration expertise, especially agriculture, to oversee inputs of Atacama CLOs and to liaise with the CIDI team and any other implementation service providers).
- **Atacama CLOs** -at least 2 (with previous experience interacting with Tilenga RAP 1 project affected households, to develop individual Household Profiles, to work with PAPs and CIDI to tailor individual livelihood restoration packages for each affected household, undertake on-going internal monitoring and prepare for a close-out audit).
- **Atacama Data Management Officer** (with previous experience of maintaining large data sets to capture Household Profile information from existing data sets and updated information provided by CLOs. If the Borealis system is implemented, make provision for training as required).

Community Integrated Development Initiatives (CIDI). As mentioned above CIDI's previous experience seems to have been more aligned to broader community development initiatives rather than specific livelihood restoration interventions to assist project affected households. Given that the CIDI team has apparently established a sound trust relationship with PAPs it is recommended that the capability and organization of their team be reviewed to ensure adequate team management and focus on livelihood restoration interventions. This should include an experienced CIDI Team as follows:

- **Overall CIDI Project Manager** (with relevant livelihood restoration and leadership skills to manage and guide the CIDI team).
- **CIDI Project Coordinator** (based on site: daily coordination of inputs of CIDI technical experts, monitoring and evaluation to assess progress and outcomes in achieving livelihood restoration for each affected household. Coordination with Atacama and any other service providers).
- **CIDI Technical Experts** with appropriate livelihood restoration qualifications and experience (especially cassava and vegetable production, apiculture, small-scale livestock production, small and medium scale enterprises)

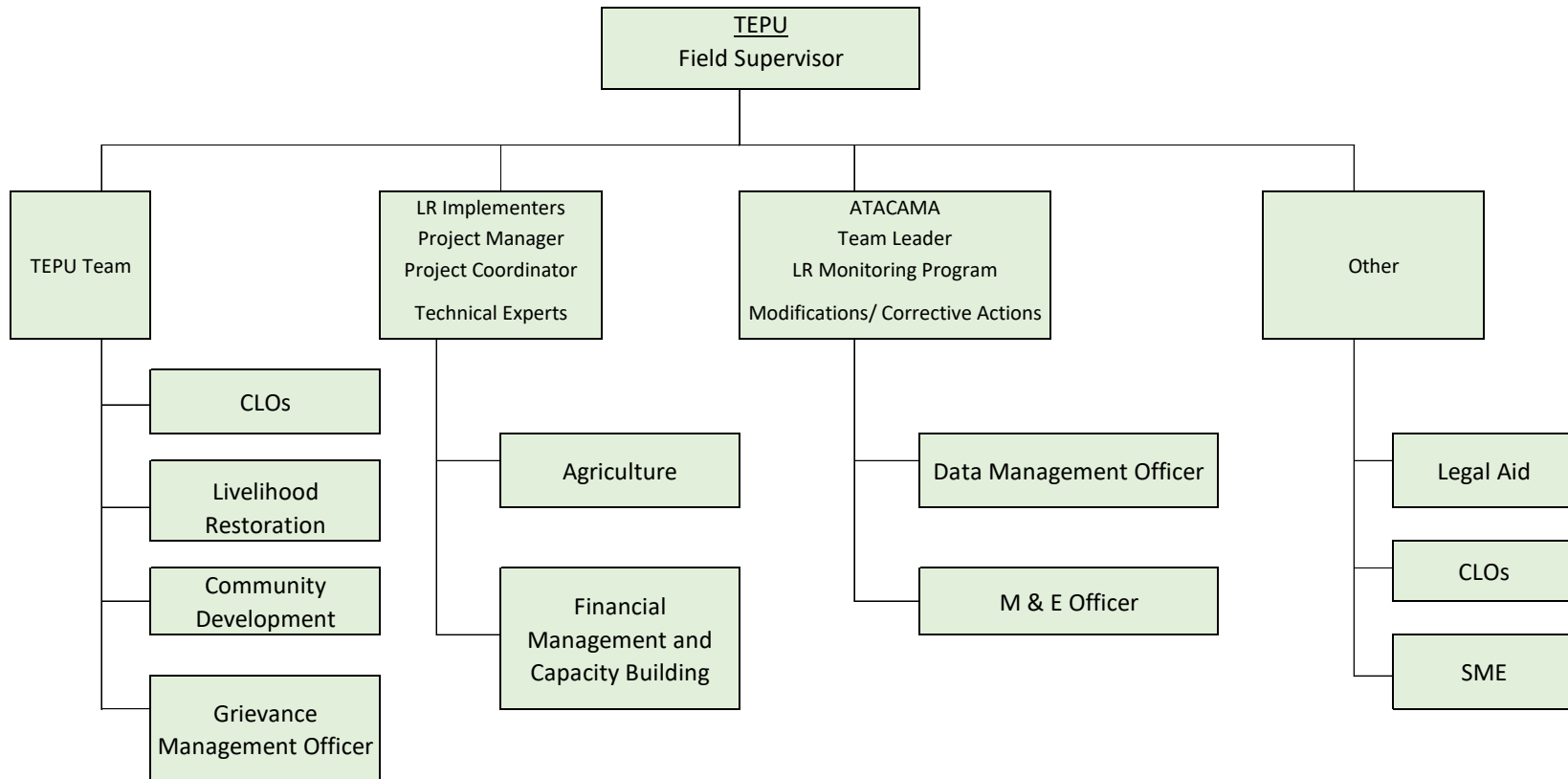
Other Service Providers (refer to Section 4.10). Other service providers may need to be brought in to assist with specific aspects of livelihood restoration tailored to the needs of project affected households. This would need to be coordinated with the Atacama and CIDI Field Teams.

Such additional input by other service providers might include Living Earth (e.g. vegetable gardens, small scale poultry production); Future Options (e.g. vocational training and vulnerable group support); Technoserve (e.g. agrarian capacity building); LIPRU (e.g. various livelihood enterprises); St. Joseph's (e.g. vocational training), and World Vision (e.g. various small scale livelihood improvement projects).

Organogram: The following organogram depicts the proposed organizational structure of the teams based at site level at Bungungu Camp:



TILENGA RAP 1 SITE LEVEL



4.12 LESSONS OF EXPERIENCE

CONTEXT AND ISSUES: The implementation of the livelihood restoration aspects of the Tilenga RAP 1 project provides an opportunity to document the experience and lessons learned and use these to facilitate and improve the implementation of other RAPs and RAPS for the EACOP project.

RECOMMENDATIONS:

- Obtain feedback from livelihood restoration implementers (Atacama and CIDI, other service providers, TEPU CTLOs, CDOs, etc.) and a sample of project affected households to compile a key list of lessons learned.
- Document this feedback and lessons learned to guide future RAP implementation projects
- The lessons learned should include, amongst others, the importance of the following points:
 - Implement livelihood restoration measures according to households affected and not individual PAPs.
 - Use Household Profiles to tailor livelihood restoration packages and to ultimately provide a basis for a close-out audit.
 - Ensure that transitional support (such as provision of dry rations) covers the period until new livelihood activities are established (such as harvest of new crops, functioning new enterprise).
 - Base the extent of provisional support (such as dry rations) not on an individual PAP but on the size of each affected household and how many members were dependent on the land that was acquired by the Project. One-size-fits all for each PAP is not appropriate.
 - Undertake a census of affected assets immediately and quickly after the announcement of the cut-off date in order to freeze the list of eligible households and avoid speculators seeking to claim compensation. This can be achieved by undertaking a pre-census or ‘rapid asset survey’ to establish a first list of eligible households followed by a more detailed survey. In addition, an Unmanned Aerial Vehicle (UAV or ‘drone’) can be used to capture aerial photographs of visible assets on the date that the cut-off is announced.
 - Ensure that affected households understand the difference between cut-off date and notice to vacate, meaning that they can continue livelihood activities until they receive the notice to vacate.
 - Understand the difference between the IFC PS5 mandatory compliance requirement to restore household livelihoods and the discretionary implementation of social investment or community development plans.
 - Focus implementation activities on restoring the livelihoods of households as soon as possible in the short term and assign longer term interventions to broader community development initiatives.
 - Focus monitoring and evaluation on **outcomes** (successful restoration of a household’s livelihood) and not just **outputs** (such as number of cassava plots established, number of people receiving vocational training).

- Ensure adequate resources and organizational structures to implement the livelihood restoration plan.

5. FOLLOW-UP PLAN

CONTEXT AND ISSUES: The need for a follow-up plan as envisaged in the Scope of Work was discussed in the course of a conference call on 11 March 2020 with [REDACTED]. It was agreed that, on the basis of the findings of the field visit, a detailed follow-up plan was not needed, but that on-going assessment of progress of livelihood restoration activities leading up to a pre close-out review prior to an independent close-out and completion audit would be more appropriate and useful. This Review and Recommendations Report is also longer than the originally envisaged brief report and contains much information that would have been included in a more detailed follow up plan.

On-going inputs to ensure that the livelihoods of affected households are restored will be dependent upon available resources in the light of the impacts of the global coronavirus pandemic and the current moratorium on the implementation of the Tilenga Project. Livelihood restoration is commonly a lengthy process and usually takes at least 2-3 years before an independent close-out and completion audit can be undertaken to determine whether the livelihoods of all affected households have been re-established.

RECOMMENDATIONS:

- It is recommended that a follow-up review be undertaken by Cousins Environmental Consultants Ltd (CECL) on a regular basis. This would consist of a quarterly conference call with Total staff involved with implementation (including service providers as necessary) to obtain feedback, assess and track on-going progress, discuss key issues and provide advice, guidance and assistance as required. This quarterly assessment would also include a review of any internal project monitoring and evaluation and progress reports. CECL would also be available at any other time to provide advice and guidance as necessary.
- A pre close-out site visit should be undertaken by CECL once it is considered that livelihood restoration of all affected households is nearing completion and that an independent close-out and completion audit should be commissioned. The purpose of the site-visit would be to confirm the completion of livelihood restoration measures and whether any outstanding inputs or corrective actions still needed to be implemented. Depending on on-going progress with livelihood restoration mitigation measures it is assumed that such a pre close-out site visit would take place between eighteen months to three years hence.

6. SUMMARY OF KEY RECOMMENDATIONS

Detailed recommendations are contained under Sections 4 and 5 above and a summary of key recommendations is provided as follows:

KEY RECOMMENDATIONS	SECTION REFERENCE
DATA MANAGEMENT, MONITORING AND EVALUATION	
<ul style="list-style-type: none"> Assess Livelihood Restoration (LR) at the household (hhd) level-not just individual Project Affected Persons (PAPs). 	4.2
<ul style="list-style-type: none"> Compile Household Profiles for each affected hhd to tailor LR packages and facilitate a close-out audit. 	4.2
<ul style="list-style-type: none"> Use existing MS Excel files and data to establish hhd Profiles, supplemented by updated information obtained by CLOs. 	4.3
<ul style="list-style-type: none"> Ensure that this information can be transferred and captured in the Borealis system. 	4.3
<ul style="list-style-type: none"> Ensure adequate resources to establish hhd Profiles and manage the data system and enable on-going monitoring and evaluation. 	4.3
PHYSICAL DISPLACEMENT: LAND ACQUISITION COMPENSATION AND RESETTLEMENT	
<ul style="list-style-type: none"> Complete resettlement houses for 30 primary residents as soon as possible. 	4.5
<ul style="list-style-type: none"> Transitional support: urgently re-visit displaced hhds, in particular the 30 primary residents, land user hhds who were displaced from the majority of their cropland, and vulnerable hhds to assess whether they require any further support until livelihoods have been re-established. 	4.6
ECONOMIC DISPLACEMENT: SHORT TO MEDIUM TERM LIVELIHOOD RESTORATION (LR)	
<ul style="list-style-type: none"> Differentiate between mandatory LR and discretionary community development/ social investment. 	4.1
<ul style="list-style-type: none"> Focus on short to medium term LR and not community development, but where appropriate link to longer term community development initiatives. 	4.1 and 4.7
<ul style="list-style-type: none"> Focus on 30 primary residents, land user hhds who were genuinely economically displaced (100-200 hhds), and vulnerable hhds. 	4.7
<ul style="list-style-type: none"> Give priority to (i) restoration of household food security (especially vegetable gardens and cassava production) and (ii) restoration of household income (vocational training, apiculture, marketing of produce). 	4.7
<ul style="list-style-type: none"> Cassava Production: expand to all economically displaced households who require on-going LR assistance. Provide guidance on improved cassava production, preparation and storage methods. 	4.7.1
<ul style="list-style-type: none"> Vegetable gardening: provide training and assistance and promote (i) backyard and 'kitchen' gardens for 30 displaced primary residents (ii) gardens adjacent to the Nile river, and (iii) a community garden at Kirama village site. 	4.7.2

<ul style="list-style-type: none"> • Apiculture: promote organizational development amongst beneficiaries and marketing of produce, provide on-going training and guidance. 	4.7.4
<ul style="list-style-type: none"> • Vocational training: tailor individual hhd LR packages to include vocational training as appropriate and follow up with additional training as required. 	4.7.7
<ul style="list-style-type: none"> • Gender considerations: ensure that women in economically displaced households continue to fully benefit from LR mitigation measures (such as cassava production, preparation and storage, vegetable gardens, poultry and goat husbandry). 	4.8
<ul style="list-style-type: none"> • Grievance management: ensure that all entries in the concerns log are given serious and adequate attention and followed up in the grievance log if warranted. 	4.9
<ul style="list-style-type: none"> • Existing and potential service providers: ensure that existing third-party organizations have adequate leadership and teams with appropriate LR qualifications and experience. Consider the involvement of other service providers to address specific needs. 	4.10
ECONOMIC DISPLACEMENT: LONGER TERM LIVELIHOOD RESTORATION (LR)	
<ul style="list-style-type: none"> • Investigate longer term LR activities such as poultry production, livestock improvement (cattle, goats, pigs), improved animal health and veterinary support, improved pastures -link to community development initiatives where appropriate. 	4.7 and 4.7.5
<ul style="list-style-type: none"> • Poultry production: investigate whether some project affected hhds (women in particular) would be interested in simple small-scale systems. If so, consider establishing a demonstration unit with one hhd and expand to others if successful 	4.7.5.1
SOCIAL SAFEGUARDS AND LONG-TERM COMMUNITY DEVELOPMENT	
<ul style="list-style-type: none"> • Cattle and Goats: Learn from CNOOC's livestock improvement programme. If successful promote as part of a longer-term community development strategy 	4.7.5.2
<ul style="list-style-type: none"> • Fish production: investigate whether small-scale fish production is permitted adjacent to the Nile river and whether there is a local interest. If so, establish a demonstration unit with one hhd, and expand to other hhds if successful. 	4.7.6
<ul style="list-style-type: none"> • Fruit production: promote establishment of fruit trees as part of a long-term community development strategy. 	4.7.3
ORGANIZATIONAL DEVELOPMENT AND LESSONS LEARNED	
<ul style="list-style-type: none"> • TEPU's organizational structure to implement RAPs should be reviewed, including positions, roles and responsibilities in Kampala and on-site. The roles and responsibilities of existing and potential new service providers also need to be reviewed. 	4.11
<ul style="list-style-type: none"> • Lessons learned from implementation of the Tilenga RAP 1 to address physical and economic displacement should be documented to provide guidance for the implementation of future RAP projects. 	4.12

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8. ACKNOWLEDGEMENTS

In the course of activities in Kampala and on site to obtain information for this Review Report, discussions were held with various members of the Project Resettlement Team and various service providers who willingly gave of their time to discuss and explain their experiences and perspectives of the resettlement and livelihood restoration implementation process.

I would like to specifically acknowledge the feedback and perspectives given by

local government officials and members of households affected by the land acquisition project.

All Project staff, consultants and contractors interviewed were open and willing to provide frank feedback on various aspects of the livelihood restoration project.

9. APPENDICES

9.1 HOUSEHOLD PROFILE CONTENTS OUTLINE.

A suggested outline of the contents of a Household Profile is given below. Much of this could be tabulated to capture quantitative data but the Profile should also include a brief descriptive qualitative assessment of each household's overall circumstances and livelihood activities, and also changes that have occurred as a result of land acquisition for the Project.

This information will be essential when undertaking an outcome evaluation of impacts to households and to determine **whether households have succeeded in restoring their livelihoods (improved, maintained or declined).** This is critically important information

which will form the basis for any necessary corrective actions and a final close-out audit of the land acquisition and livelihood restoration program.

The Household Profile should be updated periodically (say annually) until a final assessment of livelihood restoration measures and a close-out audit have been undertaken.

The suggested contents of a Household Profile are given as follows:

A. Household Reference Details

Household Reference Number:

Head of Household:

B. Description of Household Members

Outline tabulated summary of the household: # of family members (including temporary absentees), names and relation to head of household, ages, occupations, vulnerable household members (aged, handicapped, health issues, etc.).

C. Household Assets, Livelihood Activities and Income Sources Prior to Economic Displacement

Tabulated outline summary of household assets, livelihood activities and income sources: house and other structures, agricultural equipment, cropping and gardening (# of plots, surface area, crops grown, etc.), livestock (# of head, types), fishing, informal trading, formal/odd jobs, remittances, pension, social/ disability grants, subsidies, etc.

D. Description of Use of Compensation and Livelihood Restoration Benefits Received

Tabulated outline summary of compensation and livelihood restoration benefits received (type, amount-improved cassava, vegetables, fruit trees, bee-hives, training, etc.), and household use of cash compensation (purchase of replacement plots, investment in other agricultural/ entrepreneurial activities, investment in education/ training, etc.).

E. Description of Changes in Livelihood Activities and Household Income after Displacement and Implementation of Mitigation Measures.

Tabulated outline summary of changes such as # of plots acquired by the Project and # of replacement plots obtained (including comparison of surface area and yields of crops, fruit trees, etc. grown on these plots), changes in number of livestock owned, occupations of household members, and other household income sources (formal/odd jobs, remittances, pension, social/ disability grants, subsidies, etc.).

F. Summary Assessment of Household Livelihood Restoration.

Livelihood Activities and Income before Displacement	Livelihood Activities and Income after Displacement	Overall Livelihood Restoration Assessment	Corrective Actions (if any)	Brief Descriptive Assessment/Comments
		Improved/ Maintained/ or Declined		

G. Proposed Corrective Actions/ Additional Assistance for any Households whose Livelihoods have Declined as a Result of Economic Displacement.

Proposed corrective measures, responsibilities, budget, schedule, etc.

9.2 PROJECT EXPERIENCE, ISSUES AND COMPETENCY OF EXISTING AND POTENTIAL TILENGA PROJECT SERVICE PROVIDERS

SERVICE PROVIDER	PROJECT EXPERIENCE, ISSUES AND COMPETENCY
<p><u>Atacama</u></p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	<ul style="list-style-type: none"> Existing Service Provider (but no current presence in the field). Sit on Project Management Team (PMT) but no input since October 2019. Prepared Tilenga RAP 1 in partnership with consultants Synergy and Nomad. Prepared a Vulnerability Action Plan. Undertook the original socio-economic questionnaire survey of affected households. Staff have knowledge of affected households and could be key in (i) consolidating information about individual PAPs per household, and (ii) updating household baseline information and compensation inputs to assess outcomes of livelihood restoration measures. Prepared first internal annual M&E report on RAP 1 implementation (2019). Second annual M&E Report was due in January 2020 but has been postponed because of the moratorium on project activities.

	<ul style="list-style-type: none"> • Atacama reported that they had some internal organizational issues at the start of their input on RAP 1 which resulted in some implementation problems, but these have apparently been resolved. • Atacama staff interviewed appeared to be knowledgeable and competent and provided well thought out insights concerning implementation of RAP 1.
<p><u>Community Integrated Development Initiatives (CIDI)</u></p> <p>Implementing Agricultural Support Services Programme</p>	<ul style="list-style-type: none"> • Existing service provider/ contractor. • Implementing agricultural aspects of livelihood restoration mitigation measures (vegetable gardens, improved cassava production, apiculture, agricultural extension, community savings groups). Original brief included livestock production but got removed because of budget constraints. Fish farming was also not part of CIDI's brief. • Team of four (2 x project managers and 2 x extension field officers) based at Bugangu camp and visited by CIDI Programme Coordinator David Katende monthly. CIDI believed that they needed 6 extension field officers to adequately implement their brief (increase in extension officer/PAP ratio). • CIDI has provided support to 230 PAPs (out of total of 620 PAPs) • Budget constraints have limited number of PAPs supported (e.g. 180 applications for cassava cuttings but only assisted 100-those who had been farming cassava previously). • Livelihood restoration programme designed around individual PAPs. CIDI stated this was contrary to their usual integrated approach which looked at the whole household in the context of the broader community (agriculture, infrastructure, health, education, etc.). • CIDI stated that there was a need for flexibility in providing livelihood restoration mitigation measures for each household-need for tailored interventions, not one size-fits-all. • CIDI contract is for 2 years (one year completed) but they believe more time will be needed to fully complete livelihood restoration implementation. • CIDI's previous experience and skill sets have apparently been mainly focused on rural/ community development projects and not specifically on livelihood restoration. Appears to have influenced their approach-more directed towards community development interventions rather than focusing on livelihood restoration for each project affected household. • CIDI stated that the nature of their contract focused on achieving output targets (e.g. number of cassava plots).

	<p>vegetable gardens established, training sessions provided) rather than outcomes, such as number of households with livelihoods successfully re-established. Also, since the focus was on output targets contained in their scope of work, CIDI appeared reluctant to discuss and investigate other possible livelihood restoration initiatives with project affected households (e.g. small-scale poultry production).</p> <ul style="list-style-type: none"> • All CIDI staff interviewed appeared to be knowledgeable and competent. Field staff are clearly enthusiastic about their work and have apparently established close trust relationships with project affected households-an important component of maintaining a project social license to operate
<p>Living Earth Uganda</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>uganda.org</p>	<ul style="list-style-type: none"> • Existing service provider/ contractor (November 2018-May 2019). • Involved in transitional support-provision of dry rations to 618 PAPs affected by Tilenga RAP 1. • Lessons learned: Stated that communications with and instructions from Total were not always clear. Payments from Total were delayed-needed credit financing-delayed inputs. Living Earth had administrative difficulties and logistic problems initially. Vehicles used were not always suitable for delivering dry rations. Lost time clarifying lists of PAPs and beneficiaries-would have been easier if based on individual households. • Other experience: Involved with projects in the Albertine area supported by DFID and the EU since 2010. Involved with assistance to refugee camps in northern Uganda (vegetable gardens; apiculture; small caged fish production; small scale poultry production; promotion of service industry-eating places, food preparation-cakes, chipatis, hair salons, garages, market stalls, waste re-cycling, infrastructure development-feeder roads and bridges) • Provided input to CNOOC’s livelihood restoration and community development programme (livestock they learned. The organization does, however, appear to have had wide experience with community development and livelihood projects in improvement-Boran bulls and Boer goats; business training, financial literacy, HIV/AIDS awareness, assistance to refugees). • Tumwine Swithern, Executive Director of Living Earth Uganda, was very open about their capability and administrative problems in implementing the dry rations programme, especially initially, and the lessons the Albertine area and northern Uganda and has a close relationship with Buliisa District departments. Suggest

	<p>obtaining a view from CNOOC concerning Living Earth’s work at their Kingfisher site.</p>
<p><u>Future Options</u> (Business Management and Vocational Training)</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	<ul style="list-style-type: none"> • Existing service provider/ contractor since June 2019 • Involved with Business Management Training (BMT), Vocational Training (VT) and Vulnerable Group Support for Tilenga RAP 1 (Financial Literacy Training was undertaken by a separate contractor). • Initially undertook stakeholder engagement and needs assessment with 204 PAPs • Initially planned for long term training, but because PAPs could not be away for long periods and also budget constraints, focused on short training courses. • Provided training to 346 PAPs • Presented 3 day BMT to two groups (September 2019-32 PAPs; December 2019-21 PAPs). Since provided follow-up inputs to 21 PAPs from the first course and 12 PAPs from the second course. Stated that they need increased budget to undertake further follow-up and support. • Vulnerable Group Support: 21 of the first group of PAPs to receive BMT were from vulnerable households. Stated that initially only the PAP could receive training and not any other member of the household. Policy subsequently changed and the PAP could nominate a younger member of the household to receive training (e.g. driving skills) • VT -demand for driving course-trained 5 PAPs • Some budget remains for further VT inputs in 2020 for 40 PAPs. Need to extend assistance to PAPS who did not receive any benefits from other interventions. Planning for further driving skills course and also motor-cycle mechanics, catering (by Millenium Business School) and auto mechanics (by St Simons) training courses • Other Experience: Future Options are very familiar with the Buliisa District. Involved with skills training in Uganda for past 14 years. Prepare business plans, micro-finance support, design of organizational structures. Have two divisions namely, (i) Human Resources Recruitment and (ii) Strategic Development (management consultants, organizational development). • Future Options representatives interviewed were knowledgeable, insightful and enthusiastic about their work, with many good suggestions.
<p><u>Technoserve (Uganda)</u></p>	<ul style="list-style-type: none"> • Not currently involved with Tilenga RAP 1 but looking for opportunities to partner in livelihood restoration and community development projects (especially agrarian aspects)

<p>Contact: [REDACTED]</p>	<ul style="list-style-type: none"> • In existence for 52 years (American NGO), but operate more like a private company using business principles. • Main focus is on building capacity of farmers and building agricultural value chains, also skilling youth without formal education (boys and girls) with basic livelihood and vocational skills such as catering, baking, small mechanical repairs, depending on local needs. • In Uganda have partnered with and get support from Citibank Foundation (skilling girls) and Nile Brewery (empowering small-scale farmers to provide sorghum and barley for brewing). Also, maize production. Not involved with cassava production. • Involved with a large coffee production programme in Uganda (30 000 households) focusing on capacity building and 2-3 year training courses. • Involved with production of horticulture crops-vegetables for specific markets (small scale and kitchen gardens) targeted at women. Also working with refugees returning from home from IDP camps in northern Uganda to establish gardens. • Experience with small scale caged poultry production-manure used as fertilizer for field crops and vegetables. • Experience with improving livestock through cross breeding, especially Mubende and Boer goats. • Piloted artificial insemination with pigs and cattle to improve local stock. • Promote use of tablets to collect farming data, develop data base, and produce agricultural reports. • Designed a fish cage farming project- but not implemented yet. • Interviewed David Ojara (Interim Country Manager, Uganda). Technoserve appears to have comprehensive experience and skills, particularly with agrarian capacity building in Uganda, and could contribute significantly with respect to implementation of the livelihoods' restoration programme. Suggest explore opportunities to engage Technoserve.
<p><u>Livelihoods Improvement Programme of Uganda (LIPRU)</u></p> <p>Contact: [REDACTED]</p>	<ul style="list-style-type: none"> • Not involved with Tilenga RAP 1 • NGO operating in Uganda since 2003 (36 staff working in 21 Districts). Also have community voluntary workers. • Usually set up a District site office with 3 people with one motor vehicle, one motorbike and one bicycle. District usually supplies free office space. • Involved with various livelihood improvement programmes including agroforestry, planting fruit trees, household livestock production (poultry, cattle, goats, pigs), improved pastures, small scale fishponds, small

	<p>scale irrigated and kitchen vegetable gardens, community plant nurseries.</p> <ul style="list-style-type: none"> • Provide enterprise training and business development and management courses • Involved with implementation-select one household to train and implement a project (e.g poultry unit) and then use as a demonstration to train neighbours. • Experience with holistic enterprise and community development initiatives (e.g. including energy saving stoves). • Link to broader community development goals: livelihoods, household income security and nutritional food security, community resilience, soil/ water conservation and sustainable development. • Worked in disaster prone areas and with Disaster Management Task Force (Prime Minister’s office). • Worked with UNICEF, GTZ, Uganda Government, Nile Basin Project, Government water and sanitation projects. • Interviewed Dr. Steven Bagambe of LIPRU. LIPRU appears to have comprehensive experience and skills more related to livelihood improvement and restoration than most other service providers, but undertake this in the context of the bigger picture of community development. Suggest explore opportunities to engage LIPRU, particularly with respect to vegetable gardening and poultry production. LIPRU experience with small scale fishponds could also be useful in respect of any fish farming initiatives along the Nile river.
<p><u>Shiloh Farms (Uganda) Ltd.</u></p> <p>████████████████████ ████████████████████ ████████████████████</p>	<ul style="list-style-type: none"> • Not involved with Tilenga RAP 1 • Included in the National Suppliers Database of the Petroleum Authority of Uganda. • Operates a 200 acre farm and supports activities in Uganda for crop production. US\$10 million annual budget for Ugandan operations. • Expertise: developing and implementing agricultural programmes, planning commercial agricultural business programmes, agricultural mechanization services (production to processing), commercial production and value chain development, food safety standards, raising community awareness through training, demonstration farms and rural development service centers. • Collaborate with partners and outgrowers • Experience with irrigated vegetable production and medium to large scale poultry production. • Focus more on outcomes rather than just inputs to assist farmers. • Interviewed Moses Kitembo (Project Manager) who is very passionate and enthusiastic about promoting

	<p>farming systems in Uganda. He stated that Shiloh Farms were very keen to engage with projects in the Buliisa District. Shiloh Farms appears to be more orientated towards providing assistance to commercial medium to larger scale farmers rather than small-scale and subsistence farmers.</p> <ul style="list-style-type: none"> Commercial farming systems promoted by Shiloh Farms may be too sophisticated for adoption by project affected households engaged predominantly in subsistence agriculture. Input by Shiloh Farms could be useful at a later date in respect of broader community development initiatives to demonstrate and gradually improve farming systems in the area in the longer term.
<p><u>St. Joseph’s Vocational Training Institute</u> (Hoima District).</p> <p>Contact: [REDACTED]</p>	<ul style="list-style-type: none"> Established in 1998 by the Catholic Church Provide vocational training courses, including welding, carpentry/ joiner, bricklaying and building construction, tailoring, hairdressing Do not issue Directorate of Industrial Training Certificates but hope to do so in future. CNOOC is a sponsor. Have trained young men and women from communities affected by development of the Kingfisher site and access road. Provide equipment and PPE to trainees at the end of a course so that they can set up self-employment. With welding trainees they are encouraged to form groups of three and then share more expensive welding plant and equipment. Normally run 2 month courses and one month practical application. Challenges: need for follow-up post training to strengthen entrepreneurship and business skills, counselling in case of difficulties obtaining jobs and establishing enterprises, raised expectations (CNOOC trainees thought they would all get jobs with CNOOC) CNOOC has apparently found the training offered by St. Joseph’s Institute to be very good and useful in assisting young people from their affected communities. Potential to train PAPs affected by the Tilenga Project.
<p><u>NewPlan (Uganda)</u></p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	<ul style="list-style-type: none"> NewPlan prepared Environmental and Social Management Plans for Tilenga Project. At the time of the visit NewPlan were completing a Community Development Plan (CDP) for Tilenga Project (planned to submit by end of February 2020). Stated that key challenges in completing the CDP included quality of baseline data (often incomplete, based on PAPs and not households), on-going engagement with the stakeholder community, link with livelihood restoration which is not a Ugandan Government requirement, coordination with

	<p>Government (who apparently would prefer to receive funds and then implement the CDP themselves), how to structure contracts for implementers, need to continue community development beyond project construction to ensure long term sustainability.</p> <ul style="list-style-type: none"> • The CDP will need to ensure that it builds on and strengthens livelihood restoration interventions.
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9.3 SCHEDULE OF ACTIVITIES UNDERTAKEN DURING THE FIELD VISIT FROM 8-21 FEBRUARY 2020

DATE/S	ACTIVITIES
8-9 February	Travel from Knysna to George, South Africa, flights from George to Entebbe via Johannesburg and Nairobi, and travel to Kampala.
10 February	Health, safety and security briefing and induction. Preliminary kick-off meetings and conference call with Total staff in Kampala and Paris. [REDACTED] [REDACTED] Health assessment undertaken by EDPA Medical Services Co. Ltd. at Hoima. Stay at Hoima.
11- February	Travel from Hoima to Bungungu Camp. Health, safety and security briefing and induction.
11-15 February	Meetings and key informant interviews with Total CTLOs and CDOs, CIDI staff, sample of PAPs, local government officials in Buliisa and Hoima, visit to CNOOC Kingfisher site.
15 February	Travel from Bungungu Camp to Kampala
16 February	Visit to Agricultural and Trade Show, Kampala
17-20 February	Meetings with Total staff and various existing a potential service providers involved with livelihood restoration activities. Close-out meeting and conference call with Total staff in Kampala and Paris.
20-21 February	Travel from Kampala to Entebbe, flights from Entebbe to George, South Africa via Nairobi and Johannesburg (overnight in Johannesburg), travel to Knysna.

9.4 LIST OF MEETINGS AND DISCUSSIONS WITH INDIVIDUALS AND GROUPS CONCERNED WITH THE LIVELIHOODS RESTORATION PROJECT.

Date	Communication/ Interaction	Organization/ Community	Individual or Group
<p>Monday 10 February 2020</p>	<p>Initial Meetings at TEPU Offices, Kampala</p>	<p>TEPU</p>	<p>[REDACTED] [REDACTED] [REDACTED]</p>
	<p>Meeting and kick-off conference Call</p>		<p>[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]</p>
<p>Tuesday 11 February 2020</p>	<p>Meetings at Bugangu Camp</p>	<p>TEPU CTLOs and CDO</p>	<p>[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]</p>
		<p>CIDI</p>	<p>[REDACTED] [REDACTED] [REDACTED] [REDACTED]</p>
	<p>Key informant interviews with PAPs</p>	<p>Land Users</p>	<p>[REDACTED]</p>

			[REDACTED]
Wednesday 12 February 2020	Key informant interviews with PAPs	Land Users	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]
	Visits to local government officials	Buliisa District Officials	[REDACTED] [REDACTED] [REDACTED] [REDACTED]
	Visits to Savings Groups	Dikiri Tego Mwa Kumer Ber	Kisomere Village Men’s Saving Group (16 members) Kisomere Village Women Farmers Group (18 members)
Thursday 13 February 2020	Visit to CNOOC Kingfisher site (demonstration unit, improved cattle and goat breeding project, fish farming)	CNOOC	[REDACTED] [REDACTED]
	Visit to Vocational Training Centre	St. Joseph’s Vocational Training Institute	[REDACTED]
	Discussion of livelihood restoration issues. Bugungu Camp.	TEPU and CIDI	TEPU CTLOs, CDOs and CIDI staff

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Friday 14 February 2020	Meeting with NARO officials, Hoima	National Agricultural Research Organization (NARO)	[REDACTED]
	Key informant interviews with PAPs	Primary resident of CPF	[REDACTED]
	Close-out meeting and discussion of livelihood restoration issues. Bugungu Camp.	TEPU and CIDI	TEPU CTLOs, CDOs and CIDI staff
Saturday 15 February 2020	Key informant interviews with PAPs	Primary residents of Tilenga RAP 1 industrial area	[REDACTED]
Sunday 16 February 2020	Visit Agricultural and Trade Show, Kampala		Livestock, cropping, gardening and solar pump exhibits
Monday 17 February 2020	Meetings in Kampala	TEPU	[REDACTED]
		CIDI	[REDACTED]
		Living Earth Uganda	[REDACTED]
Tuesday 18 February 2020	Meetings in Kampala	Atacama	[REDACTED]

		Future Options (capacity building and vocational training)	[REDACTED]
		Technoserve	[REDACTED]
Wednesday 19 February 2020	Meetings in Kampala	Livelihood Improvement Programmes of Uganda (LIPRU)	[REDACTED]
		Shiloh Farms (Uganda) Ltd.	[REDACTED]
		Newplan (Uganda)	[REDACTED]
Thursday 20 February 2020	Close-out Meeting in Kampala	TEPU meeting and conference call	[REDACTED]
Thursday 27 February 2020	Follow-up meeting	Total EACOP conference call	[REDACTED]
Wednesday 11 March 2020	Follow-up meeting	TEPU conference call	[REDACTED]
Wednesday 8 April 2020	Follow-up meeting to discuss the first draft of the	TEPU conference call	[REDACTED]

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	Recommendations Report		
Tuesday 5 May 2020	Follow-up meeting to discuss the revised first draft of the Recommendations Report	TEPU conference call	<div style="background-color: black; width: 100px; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100px; height: 15px;"></div>