



GOVERNMENT OF SINDH
Planning and Development Department



**Sindh R&R Policy Implementation and
Resettlement Learning Program**

**Phase II Sector-Specific R&R Training:
Learning, Good Practice, and Guidance**

Final Report

February 2025

Directorate of Sindh Water Sector and Barrage improvement Project,
Project Coordination and Monitoring Unit (PCMU),
Plot 13, 2nd floor, Bureau of Statistics Building, Clifton, Karachi, Pakistan

Executive Summary

This report outlines the activities undertaken during Phase II of the Sindh Resettlement & Rehabilitation (R&R) Policy implementation, along with the technical support provided by the World Bank. Phase II was specifically designed to elaborate on R&R planning and execution, with a focus on key sectors such as urban development, energy and water, and transport. The training sessions brought together senior and mid-level officials, project directors and managers, consultants, as well as field-level specialists, practitioners, and representatives from NGOs.

Held over four days from 24 to 27 February (2025), - the training was organised in partnership with the Centre for Environmental and Social Sustainability (CESS) at the NED University of Engineering and Technology, City Centre Campus. The program delivered comprehensive and practical discussions on the Sindh R&R Policy, stressing the integration of R&R into planning processes, as well as detailing requirements for implementation, monitoring, and evaluation. Through hands-on activities and practical guidance, the sessions served as an invaluable resource for supervisors, managers, and field-level practitioners, equipping them with best practices and actionable approaches to effective R&R management.

The Phase II training, as reflected In the course evaluation, was highly successful. It Introduced a forward-thinking and sustainable learning strategy that leverages training sessions, workshops, and a comprehensive handbook, manual or self-study kit. This approach was designed to continuously enhance the skills of project staff, consultants, practitioners, and other stakeholders involved in resettlement management across Sindh. The report details the major activities and achievements of Phase II of the R&R implementation program, highlighting significant progress and positive outcomes in capacity-building and effective resettlement practices.

■

Table of Contents

Executive Summary

1. Background	4
2. Rationale and Objectives of Phase II Training	4
3. Scope and Methods of Training	4
4. Venue and Schedule	5
5. The 4-Day Program	6
6. Key Learning and Takeaways	7
7. R&R Learning, Good Practice and Guidance	8

Annex 1- The 4-Day Training Program	9-15
-------------------------------------	------

Annex 2 – Phase II Training Notes by Rapporteurs	16-35
--	-------

1. Background

The Phase I R&R Training Program, conducted in June 2024, focused on raising awareness of the 2023 Sindh R&R Policy and its application across multiple sectors. It addressed existing challenges and bottlenecks faced during the integration of policy elements in project preparation, emphasizing institution building and capacity development. The program consisted of five-day workshops organized into five thematic clusters: urban development, energy, transport, housing/private sector, and natural disasters. Nearly 200 participants—primarily from government departments, infrastructure development agencies and projects, NGOs, and other stakeholder groups—took part in these sessions. Each technical session provided an overview of policy scope and application, but did not delve into the detailed steps of resettlement planning, nor issues related to implementation or monitoring and evaluation in accordance with the Sindh R&R Policy.

2. Rationale and Objectives of Phase II Training

In contrast, Phase II is dedicated to advancing participants' understanding of resettlement planning within the framework of the R&R policy. This phase covers the full resettlement process and operational requirements, with particular attention to the social dimensions of infrastructure development projects in Sindh Province. Phase II is to further elaborate on essential resettlement planning concepts such as policy frameworks, entitlements, strategies for supporting vulnerable groups, social preparation phases, and the integration of cost estimates, budgeting, and timelines into resettlement planning.

3. Scope and Methods of Training

Phase II Training focused on three core sectors: (i) urban planning and development, (ii) water resources and energy, and (iii) transport. These sectors were chosen due to their extensive portfolios of projects in recent years, which have resulted in significant resettlement and displacement arising from land acquisition for construction purposes.

Nearly 60 participants from the principal departments and agencies within these sectors took part in the Phase II Training. Attendees included senior and mid-level officials, project directors and managers, consultants, and field-level specialists and practitioners from NGOs. This diverse group of participants offered a wide range of perspectives and expertise, greatly enriching the training experience and fostering dynamic discussions throughout the sessions.

The training featured highly practical and well-informed discussions on the application and integration of R&R within planning processes, as well as the requirements for implementation, monitoring, and evaluation. The sessions were designed to provide supervisors, managers, and field-level practitioners with comprehensive guidance on best practices in R&R management. To enhance understanding and effectiveness, the program utilized hands-on strategies and step-by-step approaches, enabling participants to actively review, supervise, and monitor R&R activities throughout the project lifecycle.

Adopting a project cycle approach, the training emphasized the importance of addressing R&R at each stage of the project, while considering relevant policy and institutional requirements and decision-making processes. Various stakeholders—including developers, project sponsors, government departments and agencies, community members, contractors, and the project management unit—were identified, with their distinct roles and functions clearly outlined in relation to each project phase.

This project-cycle methodology, as opposed to isolated presentations on resettlement activities, fostered meaningful interaction and participation among attendees. The approach promoted open, workshop-style discussions rather than lengthy lectures, encouraging participants to actively engage, share their perspectives, and contribute their own experiences. The use of case studies further enriched the sessions by illustrating real-world processes, challenges, and outcomes associated with resettlement in development projects.

4. Venue and Schedule

The training took place over four days, from February 24 to 27, 2025, at the centrally located City Campus of NED University. This program marked the inaugural formal event of the newly established Centre for Environmental and Social Sustainability (CESS) at NED University, which was created with the support and funding of the World Bank. The initiative aims to establish a training academy and center of excellence in social and environmental management within Pakistan. NED University hosted the training program on behalf of the World Bank, further underscoring its commitment to advancing social and environmental best practices in the region.

The Phase II R&R training was designed for four days, with a full day (i.e., Day 3) dedicated to field visits. The three-day in-class covered the comprehensive range of resettlement activities across the project cycle streamlined into three primary blocks of modules: Day 1- Resettlement Planning; Day 2 - Resettlement Implementation and Institutional Arrangements; and Day 4 Monitoring and Evaluation. To reinforce practical skills, the Day 3 field visit program included a half-day field study and follow -up discussions and sharing of experiences in the second half of the day. During this segment, participants were organized into task-based groups to apply their learning in real-world scenarios, followed by collaborative post-field visit exercises to consolidate their field experience and discuss key insights. **Annex 1** contains the full 4-Day programs.

5. The 4-Day Programs

Expanding on the context above, the four-day training program commenced with an official inaugural session, featuring welcoming remarks from the chief guest(s). Immediately thereafter, participants received a succinct presentation detailing the structure and objectives of the Phase II Program. This overview provided a comprehensive outline of the daily agenda, clarified the core aims of each session, and spotlighted the principal activities planned throughout the training. The opening session was specifically designed to set expectations, introduce the program's scope and methodology, and equip

attendees with the information needed to participate actively and effectively in all aspects of the event.

Day 1 Program centered on Block A – Resettlement Planning, delivering six concise modules (each lasting 10-15 minutes) that covered essential aspects of resettlement planning. These modules addressed: (a) foundational principles and operational procedures; (b) key concepts in planning; (c) the resettlement project lifecycle; (d) project impacts, including data collection, surveys, and stakeholder consultations; (e) asset valuation, R&R packages, and budgeting; and (f) common pitfalls to avoid in resettlement planning. Each module was presented by a combination of international and local experts, followed by interactive Q&A sessions and group work. Participants engaged in hands-on exercises using hypothetical case studies related to highway and coal/energy projects, which fostered practical learning and collaborative problem-solving.

Day 2 Program featured a series of focused modules and group exercises designed to strengthen participants' readiness for R&R implementation. Emphasis was placed on effective team building, establishing robust institutional frameworks, and developing detailed implementation plans and schedules for various components—including compensation, relocation, livelihood restoration, gender and vulnerable groups, and community or area development. The sessions also addressed the importance of seamless inter-agency coordination and the ability to make strategic adjustments and modifications as needed throughout the process. Discussions centered on identifying common implementation challenges and exploring practical, actionable solutions to overcome these obstacles, thereby equipping participants with the skills and strategies necessary for successful R&R execution.

Day 3 Program started with a field visit to the Karachi Mobility Project/Red Line for interviews with affected/displaced households, consultants/contractors and project management unit in the field. This was followed by group work, discussions, presentations on findings from the field visits. The field visits proved exciting to the participants, with their own field notes and observations on project implementation activities. Observations included some of the challenges identified as follows: Delays due to COVID-19 and PAP mobility issues (project started in 2018-19); lack of communication between PAPs and executing agency staff; trust deficit between stakeholders, leading to gaps in documentation; security concerns (fear of sharing CNICs with unknown personnel); and lack of external/independent member(s) in resettlement committees (only internal official members).

Day 4 was dedicated to M&E for tracking progress of project implementation, gaps and need for additional measures or course corrections where needed. The modules and discussion centred around basic terms (resettlement monitoring/types, indicators, review, and evaluation) with examples; functions and benefits of M&E to enhance performance

quality in project implementation. An illustration of the complexities of M&E in large, sensitive and complex projects was made using the ongoing Dasu Hydropower Project.

Key Learning and Takeaways

Day 1 wrap-up strongly highlighted the training program's practical orientation and its broader, long-term objectives. Expert-led discussions and modules inspired participants to be engaged and proactive, encouraging meaningful contributions from all. The sessions established a robust foundation for the remainder of the program by imparting essential knowledge and promoting a spirit of collaboration. The high level of enthusiasm and active involvement from attendees stood out as key factors in the day's overall success.

The key insights from the Day 2 Sessions highlighted the critical value of initiating planning at an early stage, fostering active community participation, and establishing strong institutional frameworks and support systems. In addition, the discussions emphasized the necessity of ongoing monitoring, as well as the importance of flexibility and adaptive strategies to effectively respond to the evolving challenges inherent in resettlement projects.

Day 3 of the Resettlement Training focused on immersive learning through field visits to various project sites. This hands-on approach allows participants to observe and engage with real-world scenarios and practices, fostering a deeper understanding of resettlement processes and challenges. The Day 3 of the Resettlement Training was a significant milestone, blending policy with practical insights and expert evaluations.

Day 4 of the Resettlement Training placed a strong emphasis on monitoring and evaluation (M&E), featuring detailed case studies—such as the role of International Panel of Experts (IPOE) in managing large, complex projects. Expert-led presentations provided participants with practical frameworks and actionable strategies to enhance the effectiveness of resettlement initiatives. The overarching message underscored how robust M&E practices enable teams to identify gaps, apply corrective measures, and continuously improve project implementation and overall outcomes.

Prior to the certificate distribution ceremony, a concise yet comprehensive evaluation of the training program was conducted among participants. The assessment employed both quantitative and qualitative feedback methods, including written surveys and a brief facilitated discussion, to capture participants' impressions of the program's content, delivery, and overall effectiveness. **Annex 2** provides a full description of the training activities and impacts as recorded by the rapporteurs.

R&R Learning, Good Practice and Guidance

The results of the evaluation indicated that the training was regarded as highly satisfactory and successful by the vast majority of attendees, with many highlighting the practical orientation of the sessions, the expertise of the facilitators, and the value of interactive group work and field visits. Participants also expressed appreciation for the program's clear structure and the opportunity for hands-on learning, noting that the experience had significantly enhanced their understanding and readiness to implement best practices in

resettlement planning and execution. The overwhelmingly positive feedback affirmed the training's impact and provided organizers with valuable insights for future program enhancements.

The training organisers underscored the critical role of professional networking, not only within the framework of the workshop but also as an essential component of ongoing learning and career development. Emphasising that sustained professional relationships and collaborative exchanges are fundamental for ensuring the long-term impact of such capacity-building initiatives, the organisers encouraged participants to actively engage with one another beyond the training sessions. In recognition of this, a dedicated WhatsApp-based network—namely the Pakistan Resettlement Network (PRN)—was promptly established. All participants were instantly enrolled as members, providing an immediate and inclusive forum to remain connected, share practical resources, exchange updates, and seek peer support on resettlement-related matters after the formal conclusion of the training.

The PRN aims to foster a sense of community among professionals in the resettlement field, facilitating ongoing dialogue, collaborative problem-solving, and the dissemination of good practices. By leveraging this digital platform, members can continue to benefit from the collective knowledge and expertise of the group, keep abreast of new developments, and sustain the momentum generated during the workshop. This initiative not only extends the value of the training but also helps build a robust support system that will encourage innovation, adaptability, and lifelong learning among its members.

■

Annex 1 – The 4-Day Program

PHASE II R&R TRAINING PROGRAM

24-27 February 2025

NED U City Campus, Karachi

Statement of Objectives

Dear Participants,

Welcome to you all to the Phase II of the Sind R&R Policy Implementation Training Programs. Kindly check out your Program folder. It should contain the Program; the Sindh R&R Policy (2023); R&R Handbook: A Practical Guide and Sourcebook; R&R Institutional Assessment; the Planning Manual; and copies of modules to be presented at the Training. These are resources for the R&R Training and will be referred to back and forth during the Training.

The Phase II Program is dedicated to selected sector-specific resettlement planning parameters within the context of the R&R policy, describing the resettlement processes and operational requirements, including attention to various social dimensions in infrastructure development projects in Sindh Province.

Furthermore, Phase II shall elaborate upon key resettlement planning concepts, including policy framework, entitlements, resettlement for vulnerable groups, social preparation phases, integration of cost/budget and timeline. The training will be conducted by experts with global experiences in R&R management. Local experts/specialists will present case studies, based on their project-level experiences.

Day 1 /Monday 24 Feb 2025- Program

Inauguration/Opening of the R&R Phase II Training Program

09:30 to 10:45

09:35-10:00	Registrations
10:00-10:02	Recitation
10:02-10:05	National Anthem
10:05-10:10	Welcome by Prof. Dr. Noman Ahmed , Dean, Faculty of Architecture and Sciences, NED University of Engineering and Technology
10:10-10:15	Address by Mr. Nazeer Ahmed Memon , Project Coordinator, PCMU-SSU P&D Department, Government of Sindh
10:15-10:25	Address by Mr. Imran ul Haq , Senior Social Development Specialist, The World Bank
10:25-10:35	Address by Dr. Sarosh H. Lodi , Vice Chancellor, NED University of Engineering and Technology
10:35-10:40	Address by Mr. Najam Ahmed Shah , Chairman P&D Department, Government of Sindh
10:40-10:45	Presentation of Mementos

10:45-11:00 Refreshments and Networking

10:45-11:00 **TEA BREAK**

DAY 1: MONDAY, 24 FEBRUARY 2025

Technical Session Block A: Resettlement Planning

11:00-11:45 Technical Session (TS) 1/Scope and Objectives of Phase II Training

11:00- 11:15 **Module 1: Aman Ahmad**/WB Technical Support Team

Introduction to Sindh R&R Policy Implementation, Phase II Program Objectives, Scope

11:15-11:45 **Faria Uqaili** / PCMU

Brief Self-Intro by the participants.

11:45 -12:30 TS2/Resettlement-Key Planning Concepts and Q&A

11:45-12:00 **Module 2A: Nazeer Ahmed Memon**/Coordinator PCMU

The Sind R&R Policy and Its Application

12:00-12:15 **Module 2B: Mohammad Zaman**/Lead, WB Technical Support Team

R&R - Key Planning Concepts

12:15-12:30 Q&A and Discussion

12:30-13:00 TS3/Resettlement in Project Cycle

12:30-12:45 **Module 3: Muhammad Moeen**/ WB Technical Support Team

Focus of key resettlement activities within the project cycle to reinforce that LA/R&R activities form integral part of project development from identification to planning, implementation and M&E.

12:45-13:00 Q&A and Discussions.

13:00 -14:00 LUNCH/PRAYER BREAK

14:00-15:00 TS4/RAP Planning

14:00 -14:15 **Module 4: Mohammad Zaman** /WB Technical Support Team

Focus on project footprint/ impacts, baseline data collection/identification of affected hhs, community profiles

14:15-14:30 Q&A and Discussion

14:30-15:00 Sharing experience by participants

15:00-15:15 **TEA BREAK**

15:15-16:00 TS5/Valuation of Assets, compensation/R&R packages, and cost/budget -PC1

15:15-15:30 **Module 5: Aman Ahmad**/ WB Technical Support Team

	Types of losses and assets; valuation (DC record vs market value) /negotiation; compensation; relocation, livelihood/gender; community cost estimates for PC1; resettlement matrix
15:30-16:00	Q&A/Discussion and Examples
16:00 -17:00	TS6/Case Studies of Roads/Hwy and Energy projects
16:00-16:05	Module 6: Moderator Imran ul Haq/World Bank TTL Technical Support Team- Introduction to Case studies
16:05-16:20	Module 6A/: Siraj Ahmed - ARAP Red Line Project/Trans Karachi
16:20-16:35	Module 6B/: Arshad Hussain Memon – Sindh Solar Energy Project
16:35-16:50	Q&A/Discussion
16:50-17:00	Day Reflections by NED / Wrap up by Lead - World Bank Technical Support Team focusing on ‘good practices’ and <i>how to avoid mistakes in RAP planning.</i>

DAY 2: TUESDAY, 25 FEBRUARY 2025

Technical Sessions Block B: R&R Implementation and Institutions

Day 2 consists of several short modules and groups exercises. The focus is on preparedness, team building/institutional setup, implementation plans/schedules for various packages/ components (e.g., compensation, relocation, livelihood, gender/vulnerable groups, community/area development etc.), inter-agency coordination, and strategic adjustments and modifications as needed. The discussion will highlight on implementation challenges and prescribe potential solutions.

Opening of the Day – 2: R&R Phase II Training Program

09:30-10:00	Registration of Participants (NED Team)
10:00-10:10	Guest of the Day – Senior Member Board of Revenue
10:10-10:45	TS/7 Getting Ready for R&R implementation – Tasks and Schedules
10:10-10:25	Module 7: Mohammad Zaman/World Bank Technical Support Team Review of baseline/updating, staffing, team building/orientation and training, field offices, consultation and engagement with affected communities, dealing with conflicts and local opposition
10:25-10:45	Q&A/Discussions
10:45-11:30	TS8/Compensation payments – Issues and Challenges
10:45-11:00	Module 8: Aman Ahmad/World Bank Technical Team Key tasks/challenges - updating revenue records, coordination with DC office; documentations (including CNIC), payments by cheques, disputes/court cases, resolutions through mediation, delays.
11:00-11:10	Q&A/Discussion
11:10-11:25	Module 9: Noman Ahmed/NED University

	Urban Informal Settlers/Street Vendor: Issues and Challenges
11:25-11:30	Q&A/Discussion
11:30-11:45	TEA BREAK
11:45-12:30	TS9/ Relocation, Community rebuilding and Gender/Livelihoods
11:45-11:55	Module 10: Mohammad Zaman/World Bank Technical Support Team Short presentation dealing with tasks related to relocation and re-building communities in post-relocation period and resettlers/host community relationship and benefit sharing of the project.
11:55-12:00	Q&A/Discussion
12:00-12:15	Module 11A: Nawaz Janwari/Livelihood Restoration Plan – SWEEP Project
12:15-12:30	Module 11B: Asma Butt/ Livelihood Restoration Plan – Yellow Line/SMTA
12:30-12:45	Q&A/Discussion
12:45-13:15	TS10/ R&R institutional Framework
12:45-13:00	Module 12: Muhammad Moeen/World Bank Technical Support Team Short presentation focusing on resettlement organizations/institutions and coordination, community engagement (NGOs, CBOs, host population) with a particular attention to Sindh experience
13:00-13:15	Q&A/Discussion
13:15-14:30	LUNCH/PRAAYER BREAK
14:30-15:15	TS11/Dispute and Grievances Resolution
14:30-14:45	Module 13A: Shafiqur-ur-Rehman/PCMU Short presentation on the nature of grievances in project context, formation of GRM processes, and working of GRC with a case study example.
14:45-15:00	Module 13B: Jan Samo/ Implementation Challenges – SBIP
15:00-15:15	Q&A/Discussion
15:15-15:30	Open Forum for sharing experience
15:30-15:45	TEA BREAK
15:45-16:15	TS 12/ Day 2 Learning and Takeaways
15:45- 16:00	Module 14: Aman Ahmad/World Bank Technical Support Team Summary of Day 2 activities highlighting key points and takeaways
16:00-16:15	Open Forum
16:15-17:00	TS 13/Briefing on Field Visits and Projects Profiles

16:15-16:30	Module 15: Moderator Faria Uqaili /PCMU, Explain Purpose of the Visit / Checklist
16:30-16:45	The Red Line (Director Attaullah/Siraj) - Project brief and Status
16:45-17:00	Q&A

DAY 3: Wednesday, 26 Feb 2025

FIELD TRIPS TO PROJECT SITES

09:30-10:00	Registration of Participants (NED Team)
10:00 – 10:30	Travel to the project sites by bus from NED U, City Campus
10:30 – 12:30	Visit to project area, community level meetings, informal interviews etc.
12:30 – 13:00	Travel back to NED U, City Campus

13:00-14:00 LUNCH/PRAAYER BREAK

14:00-15:00 Review of field notes and group work.

Four Groups (A&B for Project 1, and C&D for Project 2) to be formed to prepare reports reflecting the experience of the field exposure, issues, gaps and learnings (60 minutes for internal Group discussion and preparation of Group report for presentation)

15:00 – 15:30 TEA BREAK

15:30 -17:00 TS14/ Field reports, reviews and learnings

15:30-15:45	Group A
15:45-16:00	Group B
16:00-16:15	Group C
16:15-16:30	Group D
16:30-17:00	Q&A, Discussion and Wrap up of the Day

18:00-19:30 OFFICIAL DINNER

DAY 4: Thursday, 27 Feb 2025

BLOCK C: M&E – TRACKING PERFORMANCES

The first half of Day 4 will be on M&E while the second half will be dedicated to Group presentations on the learnings under the three blocks (A – Planning; B – Implementation; and C- M&E).

Participants will be asked to join one of the three Groups (A, B and C) and work jointly to prepare report sheet to be presented by the Group Leader.

Opening of the Day – 4: R&R Phase II Training Program

09:30-10:00	Registration of Participants (NED Team)
10:00-10:10	Guest of the Day – Special Secretary Development, P&D
10:10-10:45	TS 15/ M&E Basic Terms
10:00-10:15	Module 16: Aman Ahmad/WB Technical Support Team
	Focus on M&E basic terms (resettlement monitoring/types, review, and evaluation) with examples; functions and benefits of M&E to enhance performance quality in project implementation.
10:15-10:45	Q&A/Discussions and Open forum for sharing experience
10:45-11:30	TS16/Monitoring Indicators by Types of M&E
10:45-11:00	Module 17: Ali Asghar Mahessar & Mustafa Ujjan/SWAT Project- Akram Wah M&E Experience
	A brief discussion on the Akram Wah implementation and early evaluation experience
11:00-11:30	Q&A/Discussion
11:30-12:00	TEA BREAK
12:00- 13:00	TS17/M&E in Complex Projects
12:00 -12:30	Module 18: Mohammad Zaman/WB Technical Support Team
	A quick review of types of M&E in large and complex projects with examples
12:30-13:00	Q&A and Sharing experience
13:00-13:45	LUNCH/PRAYER BREAK
13:45-15:00	TS18/R&R Learning, Good Practice and Takeaways
13:45-14:30	Three Individuals/Participants will report (15 minutes x 3=45 minutes) on the overall experience and learning on R&R from the training and discussion and networking
14:30-14:45	Q&A/Discussion
14:45-15:00	A short training evaluation to be conducted
15:00-16:00	Closing Session - R&R Training Wrap up and Way forward
15:00-15:10	Short summary on the R&R Training Program and way forward by WB Team Lead
15:10-15:30	Closing remarks by PCMU and Certificates Distribution
15:30-15:45	Short speech by the Chief Guest
15:45-16:00	Closing remarks by Minister P&D or CESS/NED U
16:00-17:00	High Tea

■

Annex 2- Phase II Training Notes by Rapporteurs

Executive Summary

The Phase II Resettlement & Rehabilitation (R&R) Training Program, held from February 24–27, 2025, at NED University’s City Campus, Karachi, provided an in-depth exploration of resettlement policies, planning frameworks, and implementation challenges. Organized in collaboration with the World Bank and the Planning & Development (P&D) Department of Sindh, the program brought together policymakers, technical experts, and stakeholders to discuss best practices and emerging issues in resettlement planning.

Key sessions covered critical aspects of R&R, including policy alignment, compensation frameworks, socio-economic impact assessments, institutional coordination, and grievance redress mechanisms. The training emphasized integrating global best practices into Sindh’s R&R policy, particularly the “avoid, minimize, mitigate” principle for displacement scenarios. Experts stressed the need for transparent compensation processes, highlighting challenges in land valuation, payment delays, and market-based assessment models.

The discussions underscored the importance of early-stage socio-economic surveys to assess affected populations and ensure fair compensation. Special focus was given to the vulnerabilities of indigenous communities, informal settlers, and street vendors, proposing livelihood restoration programs and climate-resilient resettlement strategies.

A site visit to the BRT Red Line Project allowed participants to observe real-world R&R implementation, identifying key lessons related to project delays, stakeholder engagement, and compensation disbursement gaps. The workshop also stressed the necessity of robust Monitoring & Evaluation (M&E) frameworks to track R&R effectiveness and ensure displaced individuals receive long-term support.

The program concluded with recommendations to institutionalize R&R planning, establish permanent resettlement authorities, and enhance public participation in decision-making. Experts suggested introducing certification programs and specialized training to build capacity in resettlement planning and implementation.

Moving forward, the insights gained from this workshop will play a crucial role in shaping future infrastructure projects in Sindh, ensuring transparent, equitable, and socially responsible resettlement practices.

Day 01

Phase II R&R Training Program

Date: 24th February 2025

Venue: NED U City Campus, Karachi

Opening Session (09:30 - 10:45 AM)

The session included a series of welcome addresses from key stakeholders, including representatives from NED University, the Planning & Development (P&D) Department of Sindh, and the World Bank. The focus was on introducing Phase II of the Sindh Resettlement & Rehabilitation (R&R) Policy Implementation Training Program and emphasizing its role in ensuring a socially responsible approach to displacement and resettlement.

Technical Session 1 Block A: Resettlement Planning

Moderator: WB Technical Support Team

Session 1: Introduction to Sindh R&R Policy & Phase II Program (11:00 - 11:45 AM)

Presenter: Aman Ahmad (WB Technical Support Team)

Key Discussion Points:

- Overview of the Sindh R&R Policy framework and its role in mitigating the negative impacts of infrastructure projects.
- The importance of clear institutional roles in resettlement planning.
- Introduction to Phase II objectives, focusing on refining resettlement processes and strengthening inter-agency collaboration.

Key Takeaways & Recommendations:

1. Resettlement Policy Must Align with Global Best Practices:

- The Sindh R&R Policy should be aligned with internationally recognized frameworks, such as the World Bank's Environmental and Social Framework (ESF), to ensure compliance with social safeguards.
- This includes the application of principles such as "avoid, minimize, mitigate" when addressing displacement.

2. Inter-Departmental Coordination is Essential:

- Government departments, including Local Government, Revenue, Housing, and Transport, must work in coordination to streamline the implementation of R&R policies.
- A dedicated inter-agency task force should be created to oversee displacement processes across projects.

3. A Comprehensive Database for Displaced Persons is Necessary:

- The government should establish a centralized database to register displaced persons (DPs), ensuring transparency in compensation, rehabilitation, and grievance redress.
- This database should track affected populations across projects and assess their long-term resettlement progress.

Technical Session 2: Key Planning Concepts & Q&A (11:45 AM - 12:30 PM)

Presenter 1: Nazeer Ahmed Memon (PCMU) – Sindh R&R Policy and its Application.

Presenter 2: Mohammad Zaman (WB Technical Support Team) – Key R&R Planning Concepts.

Key Discussion Points:

- Verification process for Temporary Displaced Persons (DPs) must be clearly outlined to differentiate between permanent and temporary displacement cases.
- Defining Displaced Persons (DPs) with clarity before execution to avoid legal and administrative challenges.
- Identifying Indigenous Groups & Conducting Vulnerability Impact Assessments to ensure resettlement policies are sensitive to social and cultural contexts.
- Ecological displacement considerations must be factored into R&R planning, particularly for projects affecting environmentally sensitive areas.

Key Takeaways & Recommendations:

1. Pre-Displacement Surveys Must be Mandatory:

- Before executing any project that may cause displacement, a detailed socio-economic survey of affected communities should be conducted.
- This survey should assess household income, livelihoods, land ownership, and access to essential services to develop targeted compensation and rehabilitation strategies.

2. Clear Legal Definition of Temporary Displaced Persons (DPs):

- The legal framework must differentiate between temporary and permanent displacement to determine appropriate compensation and support mechanisms.
- Temporary displacement due to short-term projects (e.g., road expansion) requires different compensation and housing solutions than long-term resettlement cases.

3. Protection of Indigenous and Vulnerable Communities:

- The policy must ensure special safeguards for indigenous groups and other vulnerable populations, such as women-headed households, elderly individuals, and low-income families.
- A dedicated “Social Impact Unit” should be created to assess vulnerability levels before displacing any community.

4. Environmental Displacement Considerations:

- Large-scale projects must assess the ecological impact of displacement, especially in areas with fragile ecosystems.
- The government should integrate climate-resilient resettlement planning, ensuring that new settlements are not in high-risk flood zones or environmentally degraded areas.

Technical Session 3: Resettlement in the Project Cycle (12:30 - 1:00 PM)

Presenter: Muhammad Moeen (WB Technical Support Team)

Key Discussion Points:

- Integration of Land Acquisition (LA), Resettlement, and Rehabilitation (R&R) into project development cycles.
- Importance of Monitoring & Evaluation (M&E) in ensuring successful resettlement outcomes.

- Linear development projects, such as transport and energy sectors, pose the highest risk of displacement.

Key Takeaways & Recommendations:

1. Resettlement Must be Planned at the Feasibility Stage:

- R&R planning should not be an afterthought; it should be integrated into the initial project feasibility study.
- Resettlement costs and mitigation measures must be budgeted within the project's financial plan.

2. Monitoring and Evaluation (M&E) Framework Needed:

- A dedicated M&E unit should be established within every resettlement project to track progress and ensure displaced persons receive adequate support.
- The government must set performance indicators such as job placement rates, housing quality, and access to public services for resettled populations.

3. Alternative Housing and Livelihood Solutions:

- Resettlement should not just be about relocation but also about creating sustainable communities.
- The government must integrate livelihood restoration programs (e.g., vocational training, microfinance schemes) to help displaced individuals regain economic stability.

4. Linear Development Projects Need Special Attention:

- Transportation and energy projects have the highest probability of causing displacement.
- Alternative route planning and compensation models should be explored to minimize negative social impacts.

Overall Policy Recommendations for Future R&R Planning:

1. **Strengthening Legal Protections:** Amend Sindh's R&R Policy to establish legal safeguards for displaced persons, ensuring clear guidelines for compensation and relocation.
2. **Institutionalizing Resettlement Planning:** Establish a permanent Resettlement Authority in Sindh to oversee R&R processes across all infrastructure projects.
3. **Ensuring Social Sustainability:** Shift focus from short-term relocation to long-term integration of displaced persons into urban economies.
4. **Encouraging Public Participation:** Conduct community consultations before executing resettlement plans to ensure affected communities have a voice in decision-making.
5. **Integrating Resettlement with Climate Adaptation:** Adopt climate-smart resettlement strategies, ensuring displaced communities are not relocated to high-risk flood-prone areas.

BREAK TIME

Topics Discussed:

Introduction and Project Cycle Overview

Speaker: Mr. Moin

- Mr. Moin led a session on focusing on resettlement (R&R) within the project cycle.
- He emphasized the importance of careful R&R activities at each project phase to minimize negative policy impacts.
- The presentation covered the R&R Management Cycle, comparing combined PC-I (Short RAP) and separate PC-I (Full RAP) approaches.
- The project cycle was outlined, including:
 - Project identification and initial social impact assessment.
 - Pre-feasibility and feasibility studies.
 - Detailed engineering design.
 - Project approval.
 - Civil preparatory works and RAP.
 - Involvement of NGOs/CBOs for long-term economic rehabilitation.
 - Preparation of PC-IV and PC-V.
 - Implementation, completion, and internal/external monitoring.
 - Post-project implementation evaluation.

R&R Activities and Key Actions

- Discussions focused on R&R activities within each project phase, including:
 - Site selection and initial project layout.
 - Initial surveys and concept design.
 - Social impact assessments.
 - Preparation of PC-II and PC-I, including R&R costs.
 - Establishment of Resettlement Units (RU).
 - Engagement of NGOs and capacity building.
 - Monitoring and evaluation (M&E).
- Key R&R actions were highlighted:
 - Initial social impact assessment and review.
 - Community engagement and consultations.
 - Census and social surveys for RAP.
 - Updating RAP with additional surveys.
 - Cost estimation and approval.
 - RAP implementation and M&E.

Technical Session 4 - Ten Steps in R&R Planning Technical Session 4 by Mr. Zaman

- The session detailed ten steps for practical RAP planning:
 - Reviewing existing data.
 - Reviewing land acquisition data.
 - Conducting due diligence on legacy issues.
 - Hiring experts and establishing supervision.
 - Establishing a list of affected households.
 - Identifying indirectly affected individuals.
 - Designing an inclusive entitlement matrix.
 - Providing multiple relocation options.
 - Establishing a Resettlement Unit.
 - Creating a computerized data bank for M&E.
- The use of new technology for data collection was mentioned.
- Emphasis was placed on good baselines, qualitative gender/vulnerability data, and early community engagement.

Technical session 5 RAP Planning: Valuation, Cost, and Budget

Speaker: Aman Ahmad

- Valuation of assets (land, structures, crops, etc.) was emphasized.
- The importance of fair compensation at market prices and negotiated rates was discussed.
- Cost estimates for relocation, resettlement, community development, and M&E were highlighted.
- The integration of R&R costs into PC-I was stressed.

PCs for Project Financing

- The necessity of reflecting project costs in PCs (PC-II, PC-I, PC-III, PC-IV, PC-V) for financing was emphasized.
- The current status of only including land acquisition cost in PC-1 was explained, along with the move to include all R&R costs.

Technical session 6 - Case Studies

Case Study 1: ARAP Red Line Project/Trans Karachi

Speaker: Sirraaj Ahmed

- Discussion of the Integrated Urban Transformation Project, including aspects of urban transport, climate resilience, and social sustainability.
- Project management challenges were highlighted, such as cultural challenges, land encroachment, and coordination issues.
- The project did not require private land acquisition, but did displace vendors.
- Impact assessments included secondary data and primary data collection.
- There were no female displaced persons recorded.

Case Study 2: Sindh Solar Energy Project

Speaker: Dr. Arshad Hussain Memon

- Project objectives, including increasing renewable energy deployment in Sindh Province.
- Project locations and sub-projects were outlined.
- Impact assessment methodology, including assessment of affected structures and assets, was presented.
- Consultations with primary stakeholders, including government officials and villagers, were described.
- All land was state land.

Day 02

Phase II R&R Training Program

Date: 25 February 2025

Venue: NEDUET City Campus, Karachi

- **Recitation by Syed Ur Rehman.**
- **Introductory note by Imran Ul Haq:**
 - Encouraged to see the participation from Day 1 session.
 - Highlighted the 7 sessions focusing implementation for day 2.
 - Emphasized on questioning.

Technical Session 7 : Getting Ready for R&R Implementation – Tasks and Schedules

Speaker: Mohammad Zaman (World Bank Technical Support Team)

- The session provided an operational roadmap for preparing R&R teams, emphasizing tasks such as baseline data verification, team structuring, and training modules for field staff.
- Lessons from Past
- A successful resettlement project requires early planning and execution of key steps like land acquisition and stakeholder engagement, while anticipating and addressing potential challenges such as protests and grievances.
- The concept of self-managed relocation was explored, raising concerns about how affected individuals independently value land and navigate compensation systems.
- A key focus was on tracking relocation processes to prevent compensation mismanagement, fraudulent claims, and delays in disbursement.
- The role of local governance structures was discussed in the context of monitoring resettlement and verifying that affected persons receive full compensation in a timely manner.
- **Question:** If we use this Resettlement and Rehabilitation (R&R) policy, can we use it for other projects too?

Answer: Yes, having a good resettlement plan like this will help us with future projects.

- **Question (Dr. Asghar):** "We can't start buying land (LA) until the project design is done. But we can start planning the R&R (helping people move and rebuild) sooner, but we need consultants first. Will we be delayed because we can't do land buying and R&R at the same time? Land buying is out of our control, but R&R is something we can manage, right?"

Answer: "Some projects have the design and building done together, but others have the design already finished. So, it depends on the project. We need to look at each project separately."

- **Question:** "The team doing R&R is very important. If the team leader changes, it will hurt the project because they won't know the people and the area as well (lack of survey knowledge)."

Answer: "Yes, it takes time for a new team leader to learn everything. This is an administrative issue. Also, engineers aren't always trained to think about the social problems of moving people."

Discussion Points:

- **Baseline Data Management:** How frequently should baseline data be updated, and what mechanisms ensure accuracy in rapidly changing urban environments?
- **Self-Relocation Models:** Should self-relocation be actively promoted, or does it risk exploitation and undervaluation of land?
- **Tracking Mechanisms:** How can compensation tracking systems be integrated with government databases to avoid duplicate payments or missed disbursements?

Technical Session 8: Compensation Payments – Issues and Challenges

Speaker: Aman Ahmad (World Bank Technical Team)

- The session focused on compensation disbursement timelines and emphasized that payments must be completed before physical displacement to prevent financial hardship among affected individuals.
- Digital tracking systems were debated as a means to enhance transparency, but concerns were raised regarding access to banking services, digital literacy, and institutional bottlenecks in fund transfers.
- The differences between market value, displacement cost (DC), and replacement cost (RC) were explored in depth, with emphasis on how RC should include both land value and the cost of re-establishing livelihoods.
- Challenges in market-based land valuation were discussed, particularly the issue of speculative inflation or deflated land prices manipulated by developers and local authorities.
- **Question (Jan Muhammad):** "When we figure out how much the land is worth, we use old government records, but the actual market price is often higher. This causes problems. How do we fix this?"
Answer: "We need to use market-based prices for the land evaluation. If the market price is still higher, we need to negotiate with the landowners."
- **Question (Dr. Asghar):** "What happens when the landowner doesn't want to give up their land because they think the price is too low, and the department doesn't want to pay the higher market price?"
Answer: "If we follow the policy recommendations correctly, there shouldn't be any problems." (Meaning, the policy should guide a fair resolution.)
- **Question:** "When do we do the land acquisition survey? Before or after the engineering survey? And why can't we use computers and digital tools for this?"
Answer: "We do the land acquisition survey *after* the engineering survey (which happens after the design is finalized). We recommend using technology to digitalize the process."

Discussion Points:

- **Compensation Timelines:** What safeguards ensure that compensation reaches displaced persons before eviction?
- **Digital vs. Manual Disbursement:** How can hybrid models of digital and manual compensation prevent exclusion of vulnerable populations?
- **Market-Based Valuation Challenges:** How can fair and independent land valuations be ensured in contexts where land markets are manipulated?
- **Inflation and Compensation Adjustments:** Should compensation rates be indexed to inflation and market shifts to prevent depreciation of resettlement funds?

Urban Informal Settlers and Street Vendors – Issues and Challenges

Speaker: Noman Ahmed (NED University)

- The session highlighted the precarious status of informal settlers and street vendors, who often lack legal recognition but form a crucial part of urban economies.
- Strategies for formalizing land tenure were debated, including incremental housing upgrades, tenure security programs, and relocation to designated urban markets.
- Livelihood restoration plans were discussed, emphasizing that relocation should not simply be about land provision but must include economic reintegration strategies.
- **Question:** "Which research method is better: using numbers and statistics (quantitative) or using interviews and observations (qualitative)?"
Answer: "It's best to use a mix of both methods."
- **Question:** "If we remove illegal vendors from public spaces, how do we handle new vendors coming in and taking their place? It's the city's job to manage this."
Answer: "If too many vendors are using public spaces, we need to figure out where and how to help them. The city (municipality) can suggest specific locations. We can also have weekly markets (bazaars) in open areas on certain days. We need to find out what vendors need and where they need to be. We can also try pilot projects to see if vendor activities are working well."
- **Question:** "Dealing with (AED) is a regular job, but we don't have a database or proper records. What is the government doing to create a database of AED activities?"
Answer: "There is no actual database. We need to admit that. Building a database is very important."

Discussion Points:

- **Recognition of Informal Settlements:** Should tenure security be granted to long-term informal settlers?
- **Alternative Livelihood Strategies:** How can displaced vendors be reintegrated into new commercial spaces without economic losses?
- **State vs. Market-led Resettlement:** What role should government agencies play in formalizing informal settlements, and when should market-driven models be encouraged?

Technical Session 9: Relocation Scenarios and Defining Displacement

Speaker: Mohammad Zaman (World Bank Technical Support Team)

- The session analyzed different resettlement scenarios, considering project-induced, government-driven, and self-relocation models.
- A critical discussion point was how to define a household for compensation purposes—whether by formal land ownership, extended family units, or informal tenancy agreements.
- The issue of indirect displacement was explored using the example of the Red Line BRT Corridor, where commuters faced higher fuel costs and longer travel times due to road closures and detours.
- The concept of “ghost populations” was introduced, referring to individuals who are not officially recorded in project surveys but are present in affected areas—including seasonal laborers, undocumented tenants, and transient workers.
- **Question (Dr. Sajjad):** "The economic and environmental conditions of a household are important to understand *before* starting a project. Can we create a chart (matrix) in the

policy that shows the type of project, the number of settlements, the resettlement area, and different possible scenarios?"

Answer: "We do this kind of planning at the beginning of the project. When we're actually implementing the project, we already have options depending on the size of the project."

- **Question:** "What are the standards (benchmarks) for relocation? If we move a large number of people, we might cause disruption and they might lose their culture and language."

Answer: "There are guidelines for this. For smaller relocations, people won't lose their social networks because they'll be moved within a kilometer. For large-scale projects, we'll have a database to help us plan."

- **Question:** "When businesses are moved in large-scale projects, how does the policy handle compensation? What about very large projects involving many people?"

Answer: "We design the plan to identify businesses, give people options, and pay for their losses."

Discussion Points:

- **Household Definitions:** Should compensation be allocated per household, per person, or per economic unit?
- **Indirect Displacement:** How can compensation frameworks address individuals indirectly affected by urban redevelopment projects?
- **Ghost Populations:** What strategies can be used to document and compensate unregistered residents and transient workers?
- **Nomadic Populations:** How can R&R frameworks integrate mobile communities into formal compensation and relocation planning?

Case Study 1: Sweep Project

Speaker: Nawaz Janwari

- **Environmental Issues:**
 - **Question:** "How do you handle environmental issues, especially since the people there are not well-educated and may not know their rights?"
Answer: "We create green belts (areas with trees and plants). We raise awareness through education. We keep talking and working with the community. We create buffer zones (areas to separate sensitive areas from development)."
- **Dumping Site Closure:**
 - **Question:** "How long will the dumping site be closed? What technology is used to treat waste and collect resources?"
Answer: "We are discussing this with the Solid Waste Management Board and will get suggestions from different experts."

Case Study 2: Karachi Mobility Project (Yellow Line)

Speaker: Asma Butt

Technical Session 10: Institutional Framework for R&R

Speaker: Muhammad Moeen (World Bank Technical Support Team)

- The session examined the institutional ecosystem for R&R, emphasizing coordination between government agencies, NGOs, financial institutions, and community organizations.

- Case studies were reviewed to illustrate best practices in multi-stakeholder coordination and how bureaucratic inefficiencies can be mitigated.

Discussion Points:

- **Inter-agency Coordination:** What mechanisms ensure that different stakeholders work cohesively in R&R projects?
- **Community Engagement:** How can participatory planning models be institutionalized in resettlement projects?

Technical Session 11: Dispute and Grievance Resolution

Speakers:

- Shafqur-ur-Rehman (PCMU) – Grievance mechanisms and case studies.
- Jan Muhammad Samo (SBIP) – Implementation challenges.
- The session focused on common disputes in R&R projects, including land ownership conflicts, compensation delays, and bureaucratic hurdles.
- Various grievance redress models were analyzed, with an emphasis on mediation strategies and legal recourse options.

Discussion Points:

- **Grievance Redress Mechanisms:** How can community-driven dispute resolution be strengthened?
- **Compensation Disputes:** What frameworks ensure that disputes over land valuation and payment delays are resolved efficiently?

Technical Session 12 by Mr. Aman Ahmed – Key Learnings and Takeaways

Day 2 of the R&R Implementation and Institutions Training Program provided an in-depth exploration of resettlement challenges, compensation mechanisms, displacement scenarios, informal settlement issues, and institutional coordination.

Key takeaways included:

1. Ensuring Compensation Before Displacement – Preventing financial instability among displaced persons by completing compensation payments before eviction.
2. Hybrid Compensation Tracking Systems – Leveraging both digital and manual approaches to minimize fraud, exclusion, and inefficiencies.
3. Comprehensive Household Definitions – Developing flexible frameworks to accommodate multi-family households, undocumented tenants, and transient populations.
4. Addressing Indirect Displacement – Recognizing the socio-economic impact of infrastructure projects beyond directly displaced populations.
5. Formalizing Informal Settlements – Implementing tenure security programs and alternative livelihood restoration strategies.
6. Institutional Coordination and Community Engagement – Strengthening inter-agency collaboration and participatory planning to enhance project effectiveness.
7. Developing Robust Grievance Mechanisms – Establishing accessible, transparent, and community-driven dispute resolution frameworks.

TS 13/Briefing on Field Visits and Projects Profiles

Moderator Faria Uqaili Explained Purpose of the Visit and the Checklist
The Red Line (Director Attaullah/Siraj) - Project brief and Status

Day 3

BRT Red Line Project — Site Visit & Observations

Date: 26th Feb 2025

Venue: Trans Karachi Implementation Agency

Attendees: Group B, Group C, Group D, Group A Representatives, Dr. Saeed Uddin, Dr. Siraj Sahab, Project Stakeholders

Technical Session 14:

Agenda:

- Site Visit Observations
- Resettlement & Rehabilitation (RNR) Implementation
- Compensation & Livelihood Restoration
- Challenges & Issues Identified
- Suggestions & Recommendations

1. Site Visit Observations (Group B)

- The team visited the **Trans Karachi Implementation Agency**, observing the entire operational system, with a focus on **RNR Policy Implementation** and **SPS 2009 (ADB Standards)** compliance.
- The **Grievance Redressal Mechanism (GRM)** is in place, with grievance boxes, banners, and proper documentation.
- Effective implementation of **Health, Environment, and Safety (HEC)** policies was noted, with **Personal Protective Equipment (PPE)** availability and toolbox meetings.

Resettlement Action Plan (RAP) Implementation

Observed aspects include:

- **Identification of Project-Affected Persons (PAPs)**
- Consultation meetings in a series before compensation
- Livelihood restoration efforts through collaboration with educational institutions

Challenges Identified:

- Delays due to **COVID-19 and PAP mobility issues** (project started in 2018-19).
- **Lack of communication** between PAPs and executing agency staff.
- **Trust deficit** between stakeholders, leading to **documentation gaps**.
- **Cultural & security concerns** (fear of sharing CNICs with unknown personnel).
- **No independent observation members** in resettlement committees (only internal members).

2. Resettlement & Rehabilitation (RNR) Implementation (Group C)

Key Observations:

- **R&R Considered at Planning Stage –**

Resettlement Plan (RAP) Implementation

- **No Dedicated Resettlement Unit** – Lack of a separate unit for RNR at the planning stage.
- **Inconsistent Cut-Off Date** – RAP prepared in 2019, but the cut-off date set for March 2021, causing confusion.
- **Limited Representation in Compensation Committee** – Only in-house staff were part of it, no civil society or external stakeholders.
- **Uniform Compensation Rate** – Applied across all trades, requiring clarification.
- **Limited Information Dissemination** – GRM information mostly in **English**, reducing accessibility for affected persons.
- **Narrow Rehabilitation Scope** – Only **relocated persons** benefited, while **nearby affected residents** were neglected.

3. Favorable Observations (Group D)

- The **system is in place and functional**.
- **112 people compensated** so far.
- **Five notices** issued to each affected individual before displacement.
- **Dedicated teams for environment and resettlement** are actively working.

Livelihood & Awareness Initiatives

- **Livelihood training initiatives** are ongoing.
- **Awareness campaigns** via newspapers and social media continue.
- **Till project completion, public awareness programs will persist**.

Key Concern:

- **PAPs unaware of GRM** – Some PAPs (e.g., Mr. Hashim) were unaware of any toll-free numbers, email contacts, or complaint desks.
- **Only 112 compensated out of 868** identified in 2019.
- **One-time compensation of PKR 160,000 only** – No further livelihood support planned.

4. Implementation Guidelines & Challenges

Compensation Plan:

- Business owners receive **cash compensation equal to one year's income** (if loss is permanent).
- Temporary business losses compensated for up to **six months**.
- Workers get **wage protection for three months**.
- **Street vendors compensated for three months** or the duration of construction.

Compensation & Challenges Identified

- **Movable structures considered case-by-case** for compensation.

Challenges Identified:

- **Lack of proper communication regarding GRM**.

- **Ongoing consultation is necessary** to keep PAPs informed.
- **PAPs unaware of compensation process.**
- **Lack of biometric verification** – leading to possible fraudulent claims.
- **Consultants from Lahore** – caused **miscommunication with Karachi-based stakeholders.**
- **No GIS involvement in R&R process.**
- **Local community representatives missing from committees.**

5. Recommendations & Action Items

- **Improve GRM communication** – Use **local languages, visual aids, and community engagement** to raise awareness.
- **Ensure ongoing stakeholder consultation** – Regular meetings and updates for PAPs.
- **Introduce biometric verification** – To enhance transparency and reduce fraudulent claims.

Additional Recommendations & Action Items

- **Include GIS in RNR planning** – Better tracking of affected persons.
- **Engage local representatives** in resettlement planning.
- **Enhance transparency** – Add independent observers (NGOs, community members) to compensation committees.
- **Develop long-term livelihood plans** for PAPs – Not just one-time compensation.
- **Improve monitoring & evaluation** – Third-party assessments needed.
- **Resolve trust deficit issues** – Bridge gaps between PAPs and executing agency staff through **better communication strategies.**
- **Establish a dedicated resettlement unit** – Ensuring smooth RNR execution.

Closing Remarks (Dr. Siraj Sahab & Dr. Saeed Uddin)

- **The BRT Red Line project is highly complex**, involving **multiple co-financers and regulatory compliance** (SPS ADB 2009).
- **Delays occurred due to currency fluctuations and contractor mobilization issues.**
- **Pakistan, Bangladesh, and Sri Lanka can learn from this project and its learnings**

Key Learnings & Next Steps

- **Key takeaway:** We are **learning by doing** – some strategies work, others need adjustments.
- **Need for better teamwork, responsibility allocation, and structured monitoring.**

Next Steps:

- Implement **recommended improvements** in GRM, compensation, and communication.
- Conduct **follow-up meetings** to review progress.
- Establish **local representation** in decision-making bodies.
- Enhance **monitoring and evaluation mechanisms.**
- Ensure **effective and transparent resettlement planning.**

Dr. Muhammad Ahmed emphasized the crucial importance of networking in the context of the workshop and the broader scope of learning and professional development. He pointed out that merely attending the workshop or training sessions is not enough to make a lasting impact; the knowledge and skills gained need to be transferred and applied in practical, real-world contexts. This is especially important in the academic setting where students are being prepared to face real challenges. He stressed that the primary objective is not only to impart theoretical knowledge but also to bridge the gap between academia and industry by connecting students and trainees with live projects and practical problems. This approach will allow them to better understand the intricacies of the concepts they are learning and give them valuable hands-on experience.

Networking, as Dr. Ahmed highlighted, plays a central role in achieving this goal. The creation of a strong, ongoing network is essential for facilitating these connections between students, professionals, and experts in the field. By leveraging this network, students will have access to a wealth of real-world experiences, insights, and opportunities for collaboration, which will significantly enhance their learning journey. Dr. Ahmed proposed the establishment of a **WhatsApp group and other digital platforms** to help participants stay in touch, share resources, and collaborate beyond the confines of the training. This digital space will not only provide a platform for immediate communication and support but will also allow individuals to continue learning from each other as they progress in their careers. The goal is to foster a community of professionals who can contribute to each other's growth, whether through sharing project opportunities, discussing challenges, or providing mentorship.

Finally, Mr. Zaman also added to the session by expressing his thoughts on the project. The project has faced significant delays and challenges, which were primarily caused by external factors. One of the major issues arose when the contractors initially refused to continue work due to the devaluation of currency, which made the contract financially unfeasible. After lengthy discussions, a revised agreement on rates was made, and the work finally began. However, these delays were not solely related to internal project issues; there were also many externalities beyond the team's control, which contributed to the complex nature of the project. Given the scale of the project, it is expected that there will be substantial cost overruns, and even though the official timeline set by the project management team suggests completion by December 2026, based on observations in the field, it is more likely that the project will take until 2029 or 2030 to be fully operational. These delays, though frustrating, are typical for large infrastructure projects, and the government may not always be pleased with the pace, but these situations are unfortunately common.

On the social resettlement front, the project has been progressing well. Compensation has been disbursed to many affected individuals, with others in the process of receiving their due payments. However, Mr. Zaman warned that any design changes in the project would have significant social implications and likely affect the resettlement process. He emphasized the importance of starting to assess the social and resettlement impact of any design changes as soon as they are approved, so that the team can proactively address any issues that arise. The existing resettlement system should help in managing these challenges effectively, provided early action is taken.

He also noted that, in a project of this nature, there is always a **"learning by doing"** aspect. While the team is familiar with the established principles and policies of resettlement, the real-world application of these policies often presents unforeseen challenges. The speaker highlighted the need for a **dynamic and adaptive approach** to resettlement, where policies are not followed rigidly, but instead adapted to meet emerging needs. This kind of leadership is crucial for the success of any resettlement effort. The ability to adjust to changing circumstances, while still operating within the policy framework, is what makes a resettlement project successful.

While discussing monitoring, Mr. Zaman acknowledged that it hadn't been addressed enough in the conversation and suggested that they dedicate time to it the next day. He also encouraged informal networking, stating that opportunities to mingle during the dinner would be a great way for the team to build connections and share insights.

In his remarks, Mr. Zaman proposed the creation of a **Pakistan Resettlement Network**, a platform for professionals in the resettlement field to connect, share knowledge, and collaborate on future projects. He emphasized the need for a **Coordinator** to lead the network, rotating the position annually to avoid internal politics and ensure ongoing engagement. Regular meetings, both physical and virtual, would help keep everyone updated on the latest developments in resettlement practices and technologies. This network could become a valuable resource for those in the field, especially as they continue to gain experience and expertise. For those nearing retirement, he suggested they continue their involvement in the field as consultants or advisors, using their wealth of knowledge to contribute to future projects.

Mr. Zaman also underscored the importance of documenting and writing about the experiences and lessons learned from these projects. He cited the example of **Akramuha**, a unique project that may be forgotten unless there is proper academic or public documentation of its processes. Writing is not only a way to preserve knowledge for the future, but it also allows for the broader sharing of insights that can help others in the field. This knowledge should be institutionalized or project-specific, ensuring that future generations can learn from past experiences.

Finally, Mr. Zaman spoke about a new initiative at **NED University**, which has established a **Center for Social and Environmental Sustainability**. This center could serve as a hub for training, networking, and further collaboration in the field of social sustainability, resettlement, and environmental issues. He encouraged the attendees to engage with this new platform to continue learning, sharing, and networking with other professionals and researchers. In closing, he reiterated that resettlement is a growing field, particularly in countries like **Pakistan, Bangladesh, and India**, where infrastructure development is crucial for poverty alleviation and improving quality of life. As such, there will be plenty of opportunities for professionals to engage in meaningful work in this space, particularly as the challenges of displacement and social resettlement continue to evolve.

Day 4

Thursday, 27th February 2025

Topic: M&E – Tracking Performance

Location: NED City Campus

1. Opening Session: (Technical session 15)

- The session opened with the **recitation of the Holy Quran**.
- **Mr. Amaan** initiated the **Technical Session 15** on **Monitoring and Evaluation (M&E)**. He provided an introduction to the need for M&E in project management, emphasizing its critical role in ensuring project success.
- **Key Highlights of Session 15:**
 - **Importance of M&E** in project management was discussed.
 - **Types of M&E** practices in standard project management were reviewed.
 - Stages and requirements for **internal monitoring** were elaborated, focusing on data collection, review, and analysis.
 - The role of **computerized data** was stressed for real-time and efficient monitoring.
 - **External monitoring** was also discussed, and the importance of field-level data collection was emphasized.
 - **Q&A Session:** Engaged participants on the application of M&E in different projects.
- **Dr. Muhammad Zaman** contributed to the session, providing additional insights into the functions and importance of M&E.

2. Technical Session 16: Case Study of SWAT Project

- **Dr. Azghar Ali Mahesar** presented a detailed case study of the **SWAT Project**, including the proposal and action plan.
 - The World Bank mission's visit to **Akram Wah** was discussed, where additional interventions and allowances were recommended.
 - **Resettlement Scenario & SRMP Findings:** Current resettlement status and findings from the Social and Resettlement Management Plan (SRMP) were explored.
 - **Stakeholder Engagement and Compensation Model:** Discussions on how local communities, stakeholders, and expert panels were involved.
 - **Payment Procedures & Financial Status:** Detailed explanation of the compensation process for **PAPs** (Project Affected Persons), including challenges such as varying compensation amounts and issues with bank account openings.
 - **Proposed 3D Models for House Upgradation:** A futuristic vision for upgrading houses for displaced families was shared.
 - **Challenges in the Project:** Some challenges faced by the team, such as difficulty in collecting necessary documents like **CNICs** and completing codal formalities under immense pressure.
- **Q&A Session:**

- Participants inquired about financial discrepancies in the Akram Wah project and sought suggestions for avoiding similar issues in the future.
- Dr. Muhammad Zaman highlighted the **importance of the Akram Wah Project** as a learning experience and valuable knowledge base.

Tea Break (10 Minutes)

Technical Session 17: Review on M&E in Large and Complex Projects

- **Dr. Muhammad Zaman** led this session, reviewing M&E in large, complex projects with practical examples and definitions.
 - **Examples Discussed:**
 - **Three Gorges Project (China):** Timeline for the relocation of people.
 - **Jamuna Bridge Project:** A landmark infrastructure project.
 - **Dasu Hydropower Project:** A major hydropower initiative.
 - **M&E Process in Complex Projects:** The discussion focused on how **POEs** (Professional Opinion Experts) drive the monitoring process in large-scale projects to ensure quality and compliance.
- **Q&A Session:**
 - Questions arose about **financial mistakes** in the Akram Wah project and how **PC-1 and rehabilitation** plans should address these issues.
 - Participants asked about the **World Bank's role** in post-handover project oversight. Dr. Zaman used **Tarbela Dam** as an example, explaining that the World Bank remains involved in addressing issues after project handovers.

World Bank Presentation:

- **Mr. Moin** from the World Bank provided an in-depth explanation of the **stage-wise implementation** of the institutional framework in large projects.
 - He encouraged participants to share their experiences and gave insights into how institutional frameworks play a pivotal role in project success.
 - **Ms. Kiran Bano** suggested expanding the **policy scope** to include considerations when relocating people for large projects.
 - Dr. Zaman clarified that separate departments are responsible for these aspects and emphasized that there are policies in place for specific issues, even if they might seem overlooked.

Discussion on Departmental Reforms:

- Participants raised concerns about **overlapping functions** and a **lack of communication** within departments, suggesting the formation of a **directorate** to oversee all aspects of projects.
 - Dr. Zaman responded, stating that such a directorate might create additional challenges. Instead, it is crucial to maintain an **institutional framework** tailored to the needs of each project aspect to avoid confusion and inefficiencies.

LUNCHTIME - A break was given for lunch.

Closing Session: Technical Session 18:

- After the lunch break, everyone reconvened for the **closing session**.
- **Dr. Mohammad Ahmed** distributed **course evaluation forms** to all participants.
- **Technical Session 18:** This was a concluding session led by **Mr. Awan**, where participants were encouraged to provide their feedback on the workshop.
 - Some attendees were invited to share their experiences of the workshop.
 - **Dr. Muhammad Zaman** invited **Mr. Shiraz Hamid, Mr. Hafeez ur Rehman, Ms. Kiran Bano, Dr. Asad Hussain, Mr. Mustafa Huzan, and Ms. Kinza Noor Mangi** to share their thoughts. They appreciated the **physical approach** of the workshop, which encouraged **peer-to-peer learning**.
 - **Dr. Sajjad Ali** emphasized the **diversity of attendees**, acknowledging the valuable cross-functional learning experience throughout the workshop.
 - **Dr. Muhammad Zaman** concluded the session by stressing that **capacity-building workshops** should be continuous, and he suggested the possibility of offering **diplomas and certifications** in the **Resettlement and Rehabilitation** domain.
 - He explained that universities worldwide offer such programs and that this could greatly benefit participants by enhancing their skills and knowledge.

Closing Remarks:

- **Dr. Sarosh Hashmat Lodhi** delivered the **closing remarks**, appreciating the efforts of the **World Bank representatives**, the **administration of NED City Campus**, and the **trainers** involved in making the workshop a success.
- **Mr. Gulam Murtaza Abro** also extended his gratitude to the **attendees** and the **organizers** for their contributions to the workshop.
- **Dr. Muhammad Zaman** concluded the workshop by thanking the **administration of NED** and expressed hope for future **effective gatherings** of this nature.
- **Certificate and Souvenir Distribution:** The closing ceremony concluded with the distribution of certificates and souvenirs to all participants.
- **Dr. Noman Ahmed** delivered the final address, thanking all individuals and the administration for their support, marking the **end of Day 4**.

Workshop Adjourned at 4:00 PM.

Conclusion of the Phase II R&R Training Program

The **Phase II R&R Training Program**, held from **February 24–27, 2025**, at **NED University’s City Campus, Karachi**, provided an in-depth exploration of **resettlement and rehabilitation (R&R) policies, challenges, and best practices**. The workshop served as a platform for professionals, policymakers, and technical experts to engage in critical discussions on **effective resettlement planning, compensation mechanisms, institutional coordination, and grievance redress strategies**.

Key sessions focused on aligning **Sindh’s R&R Policy** with **international best practices**, emphasizing the **“avoid, minimize, mitigate”** principle in displacement scenarios. Experts underscored the importance of **pre-displacement socio-economic surveys, transparent compensation frameworks, and climate-smart resettlement strategies** to ensure the well-being of affected communities. Special

attention was given to **livelihood restoration programs**, recognizing that resettlement is not merely about relocation but about **socio-economic integration and sustainability**.

Discussions on **institutional coordination and monitoring frameworks** highlighted the necessity of inter-agency collaboration, robust data management, and continuous oversight to enhance policy effectiveness. Case studies, including the **BRT Red Line and Sindh Solar Energy Project**, provided practical insights into real-world implementation challenges and solutions. The **site visit to the BRT Red Line project** allowed participants to observe first-hand the impact of R&R initiatives and identify areas for improvement.

The concluding sessions emphasized **monitoring and evaluation (M&E) as a critical component of R&R success**, ensuring that project outcomes align with intended goals. Experts also recommended **expanding capacity-building efforts**, suggesting the introduction of certifications or specialized training programs to enhance technical expertise in resettlement planning.

The workshop concluded with **acknowledgments from key stakeholders, including representatives from NED University, the Planning & Development Department of Sindh, and the World Bank**, who recognized the collective efforts in advancing R&R policies and implementation strategies. The **distribution of certificates and souvenirs** marked the closing of the training program, symbolizing the commitment to continued learning and improvement in resettlement practices.

Moving forward, the insights gained from this workshop will play a crucial role in **shaping future infrastructure projects**, ensuring that resettlement remains **transparent, equitable, and socially responsible**.

■



