

BRAC DEVELOPMENT INSTITUTE

Internship Report

Management of Land Acquisition, Resettlement & Rehabilitation

Submitted to Dr. Mohammed Abu Eusuf

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WHO WE ARE

BRAC Development Institute (BDI) is a resource center for promoting research and building knowledge on practical solutions for addressing poverty, inequity and social injustice. BDI seeks to challenge conventional knowledge and advance a southern voice in the global development discourse. In order to fulfill its mandate, BDI is committed to multi-disciplinarily, not just across academic disciplines, but across its activities in research, teaching and communications. Our ways of working are interdisciplinary, inclusive and innovative. BDI was established in 2008 at BRAC University.

BDI collaborates with external peers to conduct research, articulate pro-poor positions on growth and development, participate in the creation of knowledge that is globally constructed, and train new generations of students in development theory and practice.

As part of the BRAC family, BDI is uniquely positioned to directly interact with technical staff and management and with poor households participating in a myriad of BRAC development programs. Indeed, given its close association with a range of other development actors in Bangladesh (in health, human rights, microfinance, and popular mobilization), BDI offers researchers, practitioners and students direct access to the sustainable development laboratory that is Bangladesh.

MISSION AND OBJECTIVES OF THE INSTITUTE

BRAC Development Institute (BDI) seeks to promote research and build knowledge on practical solutions to the challenges of poverty, inequity and social injustice in the global South. It intends to give voice to the successful development experiences in the South and combat the asymmetry in the global development discourse. The governance and poverty research group of BRAC-Research and Evaluation Division (RED) came under BDI, after BDI's establishment in July 2008.

The main researchers who moved from RED to BDI include Dr. Ferdous Jahan and Dr. Mirza Hassan. Dr. Jahan and Dr Hassan are senior level experts in research methodologies, program evaluation and policy research. They have academic, professional and practical expertise in poverty, governance, justice, gender and development issues. Their work experience in Bangladesh's local governance setting to establish rights of the poor, especially in the areas of access to justice and equality, substantiate their capacity to lead the kind of research this consultancy assignment calls for.

HOW WE WORK

BDI works in partnership with academic and research institutions and civil society organizations both in Bangladesh and abroad. It employs a range of methodological and pedagogical approaches to conduct its research, promote its advocacy and provide its training. These include:

- Quantitative surveys including randomized control trials
- Qualitative and ethnographic study through “immersion”
- Action research
- Documentaries, participatory videos and digital story telling
- Conferences, workshops and policy dialogue
- Classroom teaching integrated with hands-on field training

TEACHING AND LEARNING AT BDI

BDI offers the following academic courses:

- **Masters in Development Studies (MDS)**
Our highly successful evening program currently has a total of 114 students.
- **Masters in Development Management and Practice (MDMP)**
We started this full-time day program in January 2011 and currently facilitating the internship of the third batch.
- **Postgraduate Certificate Course on Management of Land Acquisition, Resettlement and Rehabilitation (MLARR)**
We have conducted four rounds of the 14 week course in Bangladesh till date. In addition, short trainings on MLARR were delivered to professionals in Bangladesh, Sri Lanka, Nepal, India, Pakistan and Uganda. Also Course Development of MLARR took place in Afghanistan.
- **Introductory Course on Microfinance**
This 2 week course has been held eight times in the last five years with participation from a total of 15 countries.
- **Three-week Short Course on Applied Social and Marketing Communication**
We started this evening training course in 2012 and a total of 43 professionals from commercial and non-profit organizations have participated in the course till date.

RESEARCH

Research at BDI is organized in five closely linked themes.

- A. Economic Transformation** focuses on graduating the poorest out of extreme poverty through linking to markets, training, and providing social safety nets and access to financial services.
- B. Women's Empowerment** investigates the factors that affect women's everyday lives and pathways to transform power relations and structures for greater gender equity.
- C. Democracy and Governance** explores how government reforms and citizen participation can lead to pro-poor development and social justice.
- D. Environment and Climate Change** analyzes the socio economic impacts of natural disasters and climate change on vulnerable communities and their coping strategies based on indigenous knowledge.
- E. History, Politics and Development** furthers the understanding of who we are and how we fit into the globalized world through an investigation into the roots of our secular culture and our history of struggles for freedom and economic emancipation.

CENTRES AT BDI

BDI established two centres to focus more exclusively on specific academic areas:

- **Centre for Gender & Social Transformation (CGST):** For research, teaching and policy related to gender and social transformation.
- **Centre for Resettlement Studies (CRS):** For training, creating and disseminating knowledge, and building capacity in the resettlement sector.

THE BDI MANDATE

BRAC Development Institute (BDI) seeks to promote research and build knowledge on practical solutions to problems of the poor in the global South. It takes as its starting point the hugely successful and massively scaled up development interventions of BRAC, Grameen, Gonoshasthaya Kendra and many others in Bangladesh – in immunization, oral rehydration therapy, family planning, health awareness, legal aid, non-formal primary schooling, microfinance, etc. But much of the expertise and knowledge housed at many successful institutions have no platform for external communication and engagement. Of course a major reason for this is our own inability to strongly articulate independent positions, conduct rigorous research on our own terms, and provide the intellectual critique of ideas that fail to advance our vision of growth and justice. BDI intends to fill some of this gap by being a think tank and resource center to address the challenges of poverty, inequity and social injustice. Its core functions include:

- Creating knowledge: highlighting the innovative development experiences in the South and ensuring visibility and voice in the global development discourse
- Convening experts: providing a space for practitioners, academics and policy makers to come together to focus on specific problems of the poor and develop new strategies and pathways
- Incubating ideas: field testing specific ideas through pilots, conducting qualitative and rigorous quantitative studies to understand process and impacts, and distilling good practice lessons for adaptation and scaling up
- Advocating policy: working with policy makers to adopt pro-poor development strategies

ACTIVITIES

BDI has set an ambitious workplan encompassing the following:

Teaching Programs

- new flagship day-time Masters in Development Practice program
- continuing evening Masters in Development Studies
- Management of Land Acquisition, Resettlement and Rehabilitation (MLARR) certificate course
- Certificate and diploma courses in microfinance

Research Programs

- Safety Nets and Graduation Strategies for the Poorest
- Urban Poverty
- Women's Empowerment
- Building Citizenship and Promoting Participation
- Democratic Governance
- Justice, Human Rights and Human Security Issues
- Microfinance
- Culture, History and Identity

MY WORKING SECTOR AT BDI

Management of Land Acquisition, Resettlement and Rehabilitation (MLARR)

Coordinators: Dr. Ferdous Jahan with Alamgir Kabir, Sharif Abdul Wahab, Ripon Chakraborty, Anindita Hridita and Anika Binte Kasem

BDI offers various levels of training for government officials, private sector land developers, development practitioners and postgraduate students to understand the issue of land acquisition, resettlement and rehabilitation. A three-month postgraduate certificate course allows participants to design, implement and develop resettlement and rehabilitation strategies based on global best practices. BDI also offers a two-day workshop, a five-day training course and an eight-week distance-learning course. Sixty one participants from Bangladesh and abroad have completed the post-graduate certificate course so far. Over 280 participants from Afghanistan, Bangladesh, Bhutan, Nepal, Pakistan, Kenya, Malawi, Mozambique, Congo-DRC, Uganda and Zambia have received the short course.

CURRICULUM DESCRIPTION

There is a high demand in both the private and public sectors to develop infrastructure for energy, transport, private sector development and water management. While this is integral to poverty alleviation and overall economic progress of Bangladesh, there are negative effects created by land acquisition. The challenge is that land in Bangladesh is scarce and the high population density makes it an invaluable commodity.

In the process of acquiring land for development projects, people residing in site areas are affected by project implementation. Development-induced project affected people need special attention in terms of their livelihoods restoration, equitable compensation package and addressing issues of socio-cultural loss during the process of resettlement in new areas.

The postgraduate certificate course on ***Management of Land Acquisition, Resettlement and Rehabilitation*** (MLARR) explore these issues of land acquisition processes and approaches to resettlement in Bangladesh. The course will introduce key concepts, tools and techniques required to effectively acquire land and manage the resettlement process of development induced displaced people. The course will run for the duration of an entire semester, i.e. fourteen weeks. There will be three classes a week, each of them running for three hours. There are twelve modules in total equaling to a total of 9-credit course.

The course will cover the general theory and practice of resettlement and will be mainly focused on Bangladesh as the “terrain.” It will also provide an understanding of international best practices and a comparative reading of the Bangladeshi context, from the legal, policy and

implementation perspectives. Comparisons with other countries in South Asia and globally will be presented throughout the course.

The course will be structured in a way to include classroom teaching, hands-on exercises on case studies, role playing exercises, and topical presentations from national and international experts in the field of land acquisition and resettlement.

COURSE OBJECTIVE

MLARR will help to build on existing knowledge of displaced people, and it is also expected to provide knowledge and training of best practices around the world in resettlement and rehabilitation. MLARR aims to tackle the problems faced in Bangladesh as it develops its infrastructure.

This course aims to generate discussions on the larger concepts of land management and development-induced displacement and the ways in which to address the issues within the existing legal frameworks and international standards for practice.

TEACHING METHODS

Each module will be approached in three mutually reinforcing teaching methods:

Lectures: The first parts of every class of each module will introduce the title of the topic to the students. These classes will be mainly lecture-based delivered by a faculty member. These lectures will include interactive discussions on key thematic issues and critical analysis of case studies.

Guest Lecturers: Each module, based on the discretion of faculty members, will have a guest lecturer (guests will be from different backgrounds) to provide the practitioners' perspective. Through interactive approach, the guest speakers will discuss the ground realities in applying theories and international standards and models of land acquisition and catering to the requirements of projected affected population.

Activities: Activities including small group discussions and exercise, role-playing, debate, video showing, writing assignments and field research have been planned along with mid-term and final evaluations. These activities will be designed to provide a comprehensive overview of all the issues related to land acquisition and resettlement. Through the activities, the participants/students will acquire skills to better apply the tools and techniques needed for carrying out effective project plans. The activities will simultaneously build personal confidence, communication skills and leadership qualities, and allow for students to build networks with each other.

COURSE DESCRIPTION

DEV 619: Land Acquisition, Displacement and Development

Course Description& objective:

This course will introduce the concept of sustainable development with a special emphasize on the issue of displacement to the students. Under the sustainable development approach, development induced displacement and resulted resettlement will be discussed. The course then will move forward to the concept of displacement along with its taxonomical and contextual diversity. The students will get an in-depth idea about various types of resettlement and will be able to compare and contrast these different approaches. The course will focus on the role of state and the pattern of interaction among different state institutions to make students able to explore state's better functioning through democratic exercise. The human right issues and violation of these rights by state will also be highlighted which will help participants to apply human rights issue in different infrastructure projects and the role of social movements that seek justice to the right of citizens. The struggle between property right and eminent domain will be discussed in this module. Student will be familiarized with the reasons behind injustice caused by eminent domain. Through this course, student will be familiarized with practices of different parts of the world and practices with different outcomes. Finally the course focus will be given to the innovations in resettlement practices that are successful in addressing and mitigating specific problems.

DEV 620: Involuntary Resettlement and Rehabilitation: Public Infrastructure Project Appraisal and Planning

Course description& objective:

This course will introduce project cycle management with the specific tools and instruments commonly utilized by resettlement practitioners in the various phases of the land acquisition and resettlement project cycle. The development of a project through various steps with relevant case studies will be discussed throughout the module. Management strategies of different donor agencies to design, appraise and prepare project will be analyzed. The effectiveness of logical framework approach for better project management and different tools that are used for enhancing project quality will be explored. In the later part, the method of applying avoid-minimize-mitigate framework in projects will be delivered to the students. Different strategies of mitigation and management under AMM framework will be explored. Student will be able to understand comparative analysis among different alternatives in order to minimize impact and for better solution of specific development projects. One of the key phases of the resettlement project cycle is the identification of impacts on affected stakeholders to assess the feasibility of

the project. The Social Impact Assessment (SIA) and Environmental Impact Assessment (EIA) are the most common tools, which will be discussed in details.

The last module of this course addresses the importance of consultation and communication for effective management of resettlement programs with focus on issues of conflict management and grievance resolution. The students will learn various modalities for identifying directly and indirectly affected people, and stakeholders that need to be consulted in the various stages of land acquisition and resettlement planning and implementation and they will be challenged to find effective solutions to common conflict situations encountered in land acquisition and resettlement programs through hands-on exercises, role-playing, and case studies.

DEV 621: Development Induced Resettlement and Rehabilitation: Management, Implementation and Monitoring (Module 9-12)

Course description& Objective:

The Resettlement Action Plan (RAP) is the document that encapsulates all decisions and actions to avoid, minimize and mitigate impacts related to land acquisition and resettlement. This course will take the student through all the steps necessary to build a RAP and the timing of its preparation vis-à-vis the overall project cycle.

The students will be familiarized with the key concepts and definitions utilized in the RAP literature and practice. Critical aspects such as calculating losses, compensation packages, the determination of eligibility for entitlements, the compilation of lists of affected people and their respective assets inventories will be addressed in detail. Students will also learn participatory methodologies commonly used in the preparation of a RAP. Case studies will be presented and students will take part in a series of hands-on exercises on RAP preparation and design.

The course will address the issue of reconstructing livelihoods of affected people, and different types of management tools and instruments related to projects.

This course will finally focus on the importance of M&E in planning and managing land acquisition and resettlement projects. Specific process and outcome indicators utilized by practitioners in designing an M&E system for resettlement programs, as well as the institutional and human resources aspects of implementing effective M&E programs will be discussed. Particular attention will be paid to the design of a monitoring system to ensure proper and timely implementation of the program, as well as the achievement of stated goals – including livelihood rehabilitation. Resettlement practitioners will introduce the students to different ways of building performance indicators specific to resettlement programs and M&E tools and techniques used.

COURSE OUTLINE

Course No and Title	Module No.	Session No.	Total Session
DEV 619: Land Acquisition, Displacement and Development	1-4	1-13	13
DEV 620: Involuntary Resettlement and Rehabilitation: Public Infrastructure Project Appraisal and Planning	5-8	14-26	13
DEV 621: Development Induced Resettlement and Rehabilitation: Management, Implementation and Monitoring	9-12	27-39	13

MODULE 1: DISPLACEMENT, EQUITY AND DEVELOPMENT

In Module 1, an introduction of the MLARR course will be provided to the student. Students will be introduced to the concept of sustainable development with a special emphasize on the issue of displacement. Under the sustainable development approach, development induced displacement and resulted resettlement will be discussed. The module then will move forward to the concept of displacement along with its taxonomical and contextual diversity. The current picture of displacement in terms of numbers, area and importance around the world will be portrayed to the students which will be followed by the historical perspective on displacement in Bangladesh. The students will get an in-depth idea about various types of resettlement and will be able to compare and contrast these different approaches. Using the social exclusion theory, the module will concentrate mainly on the involuntary displacement. Social exclusion theory will elaborate the equity issues related with the development projects in general and public infrastructure projects in particular.

Session 1: Sustainable Development

- Introduction of MLARR, Scope and Objective
- The concept of Sustainable development
- Sustainable Development and Displacement
- Development Induced Displacement and Resettlement
- Types of Development Projects Causing Displacement
- Rationale of Public Infrastructure Project and Resulted Displacement

Session 2: Understanding Displacement

- The concept of Displacement, Displacement Types and Context
- Development Induced Displacement
- Global Context of Displacement
- Historical perspective on Displacement in Bangladesh
- Impacts of Development Induced Displacement: Impoverishment Risk and Reconstruction Model (IRR Model)

Session 3: Resettlement and Unequal Development

- Resettlement types and contrast between Voluntary and Involuntary Resettlement
- Philosophy and Principles of Involuntary Resettlement
- Unequal share of development to Project Affected people
- Social exclusion and Displacement: Types and Dimensions
- Public Infrastructure Project, Displacement and Social Exclusion

MODULE 2: STATE, POLITICS, ETHICS AND RIGHTS

Module 2 will discuss about the accountability of state and how does it work in real world. It will also address the role of different actors and changing concept of accountability. The module will focus on the role of state and the pattern of interaction among different state institutions. Student will able to explore state's better functioning through democratic exercise.

Then the module will move forward to the idea of social justice, which is most often ignored in development projects. Equality of opportunity must be provided to all irrespective of their socio-economic background. Most often politics of development influence the outcome of projects in favor of powerful actors ignoring the interest of powerless people. Participants will be able to look at these dynamics with a critical eye.

Last session of the module will discuss about the human right issues and violation of these rights by state. Infrastructure project fails to provide displaced people to practice their rights, which they could exercise under any other circumstances. Displacement excludes their rights from formal citizenship and then displaced people create new understanding of citizenship by claiming their rights through social movements. In this part of the module, participants will be able to apply human rights issue in different infrastructure projects and the role of social movements that seek justice to the right of citizens.

Session 4: Accountability and Role of State

- Accountability: Definition, Concept, Elements and Types
- Actors and Institution in Accountability
- Mechanism of Accountability
- Shortcoming of Accountability Mechanism
- Social Accountability: Definition, Concept and Future
- State: Definition, Institutions
- The Scope of State Functions
- Patterns of Interactions among Different State Institutions
- The Role of State in Development, Displacement and the Consequences of Displacement

Session 5: Ethics and Politics of Displacement

- Theory of Social Justice
- Concept of Society and Rights
- Basic Rights and Liberties of Citizen
- Distributive Justice and Equality of Opportunity
- Theory of Social Justice as Applied to Involuntary Resettlement
- Politics of Development and Displacement

Session 6: Rights of Displaced People and Social Movements

- Globalisation, Development and Displacement
- Human Rights Discourse and History of Development-Induced Displacement
- Rights and Risks of Displacement
- State, IDP Rights and Constitutional Rights
- Right to Development and Its Substance
- Social Movement: Definition, Characteristics and Stakeholders
- Factors of Social Movement
- Type of Social Movement: Violent and Non-violent
- Stages of Social Movement

MODULE 3: SPECIAL TOPICS IN DISPLACEMENT AND RESETTLEMENT

Session 7: Disaster Induced Displacement

- Disaster – Concept and Trends
- Severity of disasters throughout the whole world
- Displacement forced by natural disaster

- Climate Change and classification of displacement
- Environmentally displaced people – conceptual discussion
- Scenario in Bangladesh

Session 8: Conflict Induced Displacement

- The concept of Conflict
- Causes and Issues in Conflict
- Types of Displacement
- Comparison between IDPs and Refugees
- Rational of Internal Displacement and Involuntary Resettlement
- Comparing CIDR and DIDR

Session 9: Indigenous People and Displacement & Gender and Displacement

9 A Indigenous People and Displacement

- Why indigenous people needs separate attention
- Scope of this concentration
- Aspects of consequences of displacement on indigenous people

9 B Gender and Displacement

- The importance of gender
- Consequences of displacement
- Consequences of displacement on gender
- Aspects of displacement
- Gender as a separate concern
- Gender violence occurred after displacement

Session 10: Land Acquisition in Urban Context: Challenges and Practices

- Urbanization and Urban Growth
- World Urban Population: Present Scenario and Trends
- Urban Population Growth in Asia
- Urban Population growth of Bangladesh

- General aspect in Bangladesh
- Dhaka as a megacity
- Role of Urban Infrastructure: Imperative for Growth
- Urban Area: Characteristics and Land Use Pattern
- Central Business District: Characteristics and Specialized Areas
- Urban Infrastructure and Land Acquisition
- Challenges of LA in Urban Areas
- Challenges of Resettlement in Urban Area

MODULE 4: POLICY, LAW AND PRACTICES

The module starts out with the concept of eminent domain in contrast to property right. It will talk about the procedures and institutional arrangements that are followed to acquire lands through eminent domain. The struggle between property right and eminent domain will be discussed in this module. Student will be familiarized with the reasons behind injustice caused by eminent domain. The use of eminent domain power in an equitable way to bring justice will be discussed later.

Land acquisition and resettlement practices around the world will be discussed in this module. Both country and donor specific policies will be highlighted. Policies utilized by the World Bank, ADB and other financial institutions will be analyzed. Student will be familiarized with practices of different parts of the world and practices with different outcomes. Then the focus will be given to the innovations in resettlement practices that are successful in addressing and mitigating specific problems.

Then the module will move forward to the history of land acquisition and resettlement laws from the British Land Acquisition Act of 1894, to the adoption of national laws in each of the countries of South Asia. This module will specifically look at the legal framework that governs the acquisition and requisition of land in Bangladesh. Students will be familiarized with the pertinent laws and jurisprudence on land acquisition. Many projects in Bangladesh - and in developing countries more broadly - are financed wholly or partly by international finance institutions that apply specific policies in addition to the law of the land. The complexity emerging from the application of Bangladeshi laws and resettlement policies will be explored.

In the final part of the module, the focus will shift toward urban development induced land acquisition. The difficulties of planning development and resettlement in urban context will be explored. The idea of resettlement as a development instead of considering resettlement separately will be discussed. Different types of project in urban areas and the varied process of development in the complex urban sites will be analyzed in the concluding part of this module.

Session 11: Eminent Domain and Necessities of Land Acquisition

- The concept of Eminent Domain
- Eminent Domain in Bangladesh
- Key Concepts in Eminent Domain: Persons Interested, Public Purpose, Compensation
- Problems with Eminent Domain and Considerations for Future
- MDG Goals, Vision 2021 and Infrastructure Development
- Land Availability for Infrastructure Projects

Session 12: Country and Donor Specific Policies and Laws

- Global Context of Land Management
- Laws, Policies, and regulatory framework practiced for land Acquisition and Requisition around the World
- Different Countries' Resettlement Practices
- Innovative Practice in Resettlement
- Donors' policies on Safeguard/ Resettlement- Historical Background
- Donors' Policies of Resettlement WB, ADB, OECD, JICA

Session 13: Land Acquisition and Resettlement Policies and Practices in Bangladesh

- Historical Context of Land Management in Bangladesh
- Laws, Policies, and regulatory framework practiced for land Acquisition and Requisition in Bangladesh
- Institutional arrangement for implementation of LA and Requisition in Bangladesh According to GoB rule
- Resettlement Framework Adopted in Bangladesh by accommodating GoB LA Ordinance and Donors' policies and Best Practices
- Proposed National Resettlement Policy of Bangladesh
- Development and Displacement in Bangladesh: Reflection and Lessons

MODULE 5: PROJECT CYCLE AND AVOID-MINIMIZE-MITIGATE (AMM) FRAMEWORK

Module 5 will introduce project cycle management to the student. The development of a project through various steps with relevant case studies will be discussed throughout the module. Management strategies of different donor agencies to design, appraise and prepare project will be analyzed. The effectiveness of logical framework approach for better project management and different tools that are used for enhancing project quality will be explored.

In the later part, the method of applying avoid-minimize-mitigate framework in projects will be delivered to the students. Different strategies of mitigation and management under AMM frame

work will be explored. Student will be able to understand comparative analysis among different alternatives in order to minimize impact and for better solution of specific development projects.

Session 14: Public Infrastructure Project Cycle

- Project: Definition and Attributes
- Benefits of Project Management
- Project Success Factors
- Project Cycle Management
- Project Cycle: Identification, Design, Appraisal, Implementation, Completion, Evaluation
- Public Infrastructure Project Cycle
- Different Tools in Public Infrastructure Projects: SIA, RAP, Consultation, Livelihood Restoration
- Building Blocks of Resettlement Planning: SIA, Stakeholder Assessment, Consultation, RAP and Livelihood Restoration
- Management of Resettlement Action Plan
- Monitoring and Evaluation of Public Infrastructure Projects

Session 15: Land Acquisition and Avoid-Minimize-Mitigate (AMM) Framework

- Sustainability: A Balancing Act in Development
- ESIA as a Tool to AMM
- Measuring Impacts
- Strategies for Mitigation and Management
- AMM in Project Phase
- Analyses of Alternatives

MODULE 6: SOCIAL IMPACT ASSESSMENT

The sixth module signals a transition from the theoretical and conceptual part of the course to the application and the practice of land acquisition and resettlement. Thus, the following weeks will be devoted to the study of specific tools and instruments commonly utilized by resettlement practitioners in the various phases of the land acquisition and resettlement project cycle.

One of the key phases of the resettlement project cycle is the identification of impacts on affected stakeholders. The Social Impact Assessment (SIA) is the most common tool utilized to determine who is affected and how. Module 6 will look at how the SIA is developed in the broader context of the overall project design.

Session 16: Conceptualizing Social Impacts

- Social issues: concepts and definition
- Social impacts: concepts, types and coverage
- Understanding of Social Impact Assessment
- Analysis of social change process
- Different dimensions of social process

Session 17: Social Impact Assessment- Principles and Guidelines

- Fundamental principles of Development
- Social Impact Assessment: fundamental principles
- Guiding Principles for Social Impact Assessment
- Social Impact Assessment: Guidelines
- Analysis and design of Social Impact Assessment Guidelines

Session 18: Social Impact Assessment – Methodology, Tools and Techniques

- Key Issues Addressed In SIA: Stakeholders, Interest, Types of Impact and Social Factors
- Sources of Information: Primary and Secondary
- Data Collection Methods and Tools Used in SIA
- Quantitative Methods: Land Acquisition Survey, Census Survey and Socio-Economic Survey
- Qualitative Methods: Key Informant Interview, FGD, Rural Appraisal and Public Hearing

Session 19: Steps of Social Impact Assessment

- Social Impact Assessment: Steps
- Definition Of Impact Area and Specification Of Required Data
- Stakeholders: Definition And Involvement Of All Affected Persons in the Process
- Screening Out And Scoping in The Field
- Socio-Economic Profile Of Baseline Condition
- Survey On Host Population: Condition of the Resources
- Impacts: Identification and Assessment
- Developing Mitigation Plan
- SIA - Designing

Session 20: Terms of Reference for Executing Agency

- Terms of Reference- What Should It Say
- Terms of Reference – Basic Outline

- Components of TOR – Introduction, Background, Objectives, Specific tasks and Deliverables, Principles of Conducting SIA, Remuneration and Terms of Payments, Other

Session 21: Stakeholder Analysis

- Stakeholders: Who and Why They Need to be Identified
- Stakeholder Analysis: What and Why
- Four Main Outputs of Stakeholder Analysis
- Identification of Stakeholders
- Stakeholders Engagement Process
- Stakeholder Identification Matrix
- Methods of Collecting Information for Stakeholder Analysis

Session 22: Reporting Social Impact Assessment Results

- Rationale for Reporting SIA Results
- Report Outline for SIA: Executive Summary, Introduction, Description, Project Alternatives, Methods in Identifying Project Impacts, Socio-economic Baseline, Consultation and Communication, Anticipated Project Impacts, Affected Population and Vulnerable Groups and Assessment of Losses

MODULE 7: ENVIRONMENTAL IMPACT ASSESSMENT

Module 7 will cover all the different aspects of EIA, with a particular emphasis on methodological aspects, such as the development of baselines, indicators, alternative analyses, minimization of impacts and the identification of vulnerable groups and households. Particular attention will be paid to the analysis of data collected both from a quantitative as well as qualitative perspective.

Students will analyze a set of EIAs and critically assess whether they meet the standards and best practices learned in this module.

Session 23: Environmental Impact Assessment: Concepts and Guidelines

- Historical Evolution of Environmental Impact Assessment (EIA)
- Environmental Impact Assessment: Concept and Practice
- Linkage between Sustainable Development and EIA
- EIA: Core Values, Objective and Purpose
- Key Elements and Process of EIA
- National Environmental Policy: Environmental Act 1995 and Environmental Conservation Rules 1997

- Donor Policy: World Bank OP 4.01 and ADB Environmental Policy

Session 24: Environmental Impact Assessment (EIA)

- Environmental Management Plan (EMP): Concept and Importance
- Purpose of an EMP
- Different issues covered by EMP
- Components of an EMP: mitigation; monitoring; capacity development and training; implementation schedule; and integration of EMP with the project

MODULE 8: CONSULTATION, COMMUNICATION AND CONFLICT MANAGEMENT

Module 8 addresses the importance of consultation and communication for effective management of resettlement programs. The students will learn various modalities for identifying directly and indirectly affected people, and stakeholders that need to be consulted in the various stages of land acquisition and resettlement planning and implementation. In resettlement planning and execution, the issue of consultation and communication is driven not only by an inclusion imperative, but also by the need to position the project developer as a corporate citizen – be it a public entity or a private corporation. Thus, the course will address the “business case” for consultation and communication and its importance as a “risk management” tool.

Finally, the third portion of this module will focus on issues of conflict management and grievance resolution. Students will be challenged to find effective solutions to common conflict situations encountered in land acquisition and resettlement programs through hands-on exercises, role-playing, and case studies.

Session 25: Consultation and Communication Strategies with Affected Communities and Stakeholders

- Consultation and Participation Activities
- Importance of Participation
- Issues in Consultation and Participation
- Consultation and Communication in the Project Cycle
- Communication as an Evolving Practice
- Areas of Communication Practice: Development Communication, Corporate Communication, Advocacy Communication and Internal Communication
- The Four-Phase Development Communication Process: Activities and Outputs
- Development Communication Tool: Communication-Based Assessment (CBA), Communication Strategy Design, Communication Implementation, Communication Evaluation

Session 26: Conflict Analysis and Management

- Conflict Analysis: Definition, Concept, Context, Aspects
- Key Elements of Conflict Analysis
- Conflict Profile, Causes, Actors and Dynamics
- Indicators for Conflict Analysis
- Integrating Conflict Analysis and Other Forms of Assessment
- Building Capacity for Conflict Analysis
- Selecting the Appropriate Framework for Conflict Analysis
- Conflict: Mapping and Types
- Conflict Management: Strategy, Technique and Factors
- Building Blocks of Conflict Management Process
- Conflict Management and Conflict Resolution
- Conflict Resolution: Formal and Informal
- Principle, Approach and Processes of Conflict Resolution

MODULE 9: RESETTLEMENT ACTION PLAN (RAP) AND LIVELIHOOD RESTORATION PLAN (LRP)

The Resettlement Action Plan (RAP) is the document that encapsulates all decisions and actions to avoid, minimize and mitigate impacts related to land acquisition and resettlement. Module 9 will take the student through all the steps necessary to build a RAP and the timing of its preparation vis-à-vis the overall project cycle.

Module 9 will familiarize the student with the key concepts and definitions utilized in the RAP literature and practice. The RAP is the cornerstone of resettlement practice. To that effect, this portion of the course will devote considerable time on the key components of a RAP. Critical aspects such as calculating losses, compensation packages, the determination of eligibility for entitlements, the compilation of lists of affected people and their respective assets inventories will be addressed in detail. Students will also learn participatory methodologies commonly used in the preparation of a RAP. Case studies will be presented and students will take part in a series of hands-on exercises on RAP preparation and design.

Module 9 will address the issue of reconstructing livelihoods of affected people. In cases of physical resettlement to a new location, people are removed from original social networks, away from their original jobs, and from the social institutions on which they had originally relied. This poses serious challenges that are not easily mitigated by cash compensation packages. Students will learn and discover an array of methodologies that are commonly used in resettlement planning for the reconstruction of people's livelihoods at the resettlement site. In that context, students will also learn about the complexities associated with host sites and the issue of integrating them into the "receiving communities. Module 9 will emphasize on why livelihood

restoration makes good business sense. The module will also highlight the challenges and best practices on livelihoods restoration.

Session 27: Social Management Issues and Instruments and Resettlement Action Plan

- Resettlement: Compensation, Displacement and Rehabilitation
- Resettlement Instruments
- Screening of Resettlement Instruments
- Scale of Impact and Resettlement Plans
- Resettlement Plan under Social Management Framework
- Contents of Social Management Framework, RAP and Ethnic Minority/Indigenous People Plan
- RAP in the Project Cycle and Contrast between SIA and RAP
- RAP Objectives, Assessment of Impacts
- Consultation Process and Contents
- Compensation Schemes and Entitlement Matrices

Session 28: PAP Profile, Policy Frameworks and Compensation Principles

- Acquiring Data and Capturing Information
- Definition of Project Area
- Socioeconomic Information
- Category of Displaced Person
- Scale of Impacts and Resettlement Plan
- Resettlement plan under SMF
- Work out Inventory of Losses and Diminished Income
- Legal and Policy Framework for Resettlement
- Policy Harmonization for Project Resettlement Policy
- Compensation Principal and Standards
- Working out Project resettlement Policy

Session 29: Entitlement Matrix and Institutional Arrangement

- Compensation Framework and Entitlement
- Eligibility, Unit of Entitlements and Loss and Eligible Impact
- Establishing Eligibility Criteria for Resettlement, Valuation of Entitlements and Grievance Methods
- Vulnerable Group Identification and Categorization
- The Entitlement Matrix: Concept, Component and Template
- Implementation Arrangement and Engagement of Different Organization
- Community participation

- Institutional Responsibilities
- Resettlement management committees
- Implementation Time Schedule and Monitoring

Session 30: LA&R Budget and ToR for Resettlement Plan Implementing Agency

- Principle and Cost Head
- Financing and Budget Components of LA&R
- Compensation and Assistance Rates
- Replacement Value: Basic Principles
- Replacement Value of Assets
- Determination of Replacement Value
- Replacement Value of Land and Structure
- Transfer and reconstruction costs
- Market Price of Trees and Perennials
- LA & R Budget Preparation
- Adoption of Replacement/ Market Value by Executing Agencies
- Process of by PVAC
- Term of Reference for Resettlement Plan Implementing Agency

Session 31: Outline of a Resettlement Action Plan and RAP Review

- Importance and significance of a Resettlement Action Plan
- Outline for RAP: Introduction, Minimizing Resettlement, Census and Socioeconomic Survey, Legal Framework, Resettlement Sites, Income Restoration, Institutional Arrangements, Implementation Schedule, Participation and consultation, Grievance Redress, Monitoring and Evaluation, Cost and Budgets, and Annexes

Session 32: Livelihood Restoration

- Livelihood Restoration: Concepts , Scope and Objectives
- Necessity of Livelihood Restoration
- Comparison between Compensation and Livelihood Restoration
- Approaches and Strategies of LR
- Design and Success of LR
- M & E of Livelihood Programs

Session 33: Preparing Livelihood Restoration Plan and Benefit Sharing Mechanism

- Format of Livelihood Restoration Plan
- Components of Livelihood Restoration Plan: Introduction, Target Group Beneficiaries, Local Economies and Market Opportunities, Approach for Livelihood Restoration etc.

- Benefit Sharing: Concepts, Types and Relevance
- Approaches of Benefit Sharing: Monetary and Non-monetary
- Benefit Sharing in National and Donors' Policies
- Benefit Sharing Practice around the World

MODULE 10: DATA MANAGEMENT AND GEOGRAPHIC INFORMATION SYSTEM

Module 10 will focus at different types of management related with project. It will begin with the management of resistance from project affected people. Inherent complexity and dynamics of resistance will be analyzed in this module. The politics and organization of certain resistance have very interesting process. These processes will be explored through political ecological approach. Issues like cultural discourse and result of resistance is very significant to manage the situation which will be discussed in light of previous resistance occurred in the real world.

Effectively managing a resettlement program requires the practitioner to have the skills to handle large data sets and databases in the various phases resettlement planning, executing and monitoring. In addition, documenting the multiple actions and phases of a resettlement program are critical from a legal angle and from the standpoint of investigations and third-party evaluations that may be required by authorities.

Module 10 will provide students with a set of tools and instruments to manage the data flow during all phases of resettlement planning and implementation. CEGIS, a leading geographic information systems agency will provide practical training opportunities at their computer labs.

Session 34: Resistance to Development Induced Displacement and Resettlement

- DIDR Resistance: Diversity, Complexity and Dynamism
- Organizational Forms in DIDR Resistance
- A Political Ecological Approach to DIDR Resistance
- The Social Dimension of DIDR Resistance
- Economic Debates: Evaluating Risks and Compensating Losses
- Cultural Discourses of Resistance
- The Politics of DIDR Resistance
- The Results of DIDR Resistance

Session 35: Data Management and Management Information Systems for Resettlement Programs

- Introduction to data structure in managing Land acquisition, Resettlement and Rehabilitation Action Plan
- MIS concept and its importance in RAP management
- Designing file for each Entitled Persons (EPs) with detail inventory of lost assets and entitlements and other resettlement benefits
- Designing file for livelihood restoration programs for individual and community with detailed budget
- Linking MIS with project EA and INGO
- Data editing, updating during implementation and provide support for Monitoring and Evaluation
- Experience of data management of JMBA and Padma
- Computer programs for database management: what is available and what is commonly used by resettlement professionals
- GIS systems: spatial analysis advantage in managing resettlement programs

MODULE 11: RESETTLEMENT AND REHABILITATION PROGRAMS IMPLEMENTATION AND MANAGEMENT

Module 11 signals the transition from the preparatory stages of land acquisition and resettlement to the implementation of such programs. The course will address specific management challenges in implementing the actions inscribed in the RAP. It will provide the student with a thorough understanding of the complexities in moving from intentions to the realities of the ground, including the relationship with EPC contractors and EMP management. Case studies from different contexts will illustrate best practice in various sectors (infrastructure, transport, oil gas and mining, etc.) and provide examples for public and privately financed projects.

Session 36: Implementation of Resettlement Action Plan (RAP)

- RAP implementation: Components and steps
- Consultation and grievance mechanism for compensation
- Overall management including monitoring and evaluation
- Time frame work of RAP implementation
- Role of NGOs
- RAP implementation tools and strategies

Session 37: Implementation of Livelihood Restoration Plan (LRP)

- Livelihood Restoration Plan (LRP) implementation: Components and steps

- Overall Management of LRP
- Time Frame for LRP implementation
- LRP implementation tools and strategies
- Case studies from Jamuna Bridge and Padma Bridge Project

MODULE 12: MONITORING AND EVALUATION

Monitoring progress of resettlement programs' implementation is critical to ensure that project objectives are achieved. Module 12 will focus on the importance of M&E in planning and managing land acquisition and resettlement projects. Specific process and outcome indicators utilized by practitioners in designing an M&E system for resettlement programs, as well as the institutional and human resources aspects of implementing effective M&E programs will be discussed. Particular attention will be paid to the design of a monitoring system to ensure proper and timely implementation of the program, as well as the achievement of stated goals – including livelihood rehabilitation. Module 12 will introduce the student to different ways of building performance indicators specific to resettlement programs and M&E tools and techniques used by resettlement practitioners.

Session 38: Monitoring and Evaluation

- Monitoring: Definition Purpose and Scope
- Evaluation: Definition, Purpose and Concerns
- Distinction between Monitoring and Evaluation
- Steps of Conducting Evaluation
- The CDC framework and World Bank Framework for M & E
- Monitoring and Evaluation Plan
- Biases in Evaluation and Triangulation

Session 39: External and Internal M & E and Participation of APs and NGOs

- Resettlement Monitoring and Evaluation
- Process of Monitoring and Evaluation
- Level of M & E: Internal and External
- The Resettlement M & E Plan
- Participations in Evaluation
- Types of Evaluation: Conventional and Participatory Method
- Steps of Participatory Evaluation and Stakeholder Engagements
- Appropriateness of Monitoring and Evaluation

APPLICATION OF THEORETICAL KNOWLEDGE DURING INTERNSHIP

Infrastructure development is essential for economic growth. Governments or private sector developers often acquire land for infrastructure projects from private landowners, which given the density of a country, usually entails the displacement of a population. In most developing countries the existing legal framework of land management does not provide adequate compensation packages to the displaced population. In addition, given the outdated rules and bureaucratic inefficiencies and hurdles, resettlement is usually on an ad-hoc basis, with no long-term vision for the displaced population, their socio-cultural ties or their change in livelihood. In the absence of a national resettlement policy in most developing countries vulnerable people are pushed to further impoverishment. Part of the reason for the lack of an adequate policy to ensure a fair, equitable and holistic approach to resettlement is the overall lack of experts both in the private and public sector on the issues of land acquisition, resettlement standard compliance and rehabilitation follow up. Furthermore, practitioners do not have adequate skills or knowledge of international standards and practices to implement just and equitable resettlement.

In any development related courses we are taught the perks of development but we seldom ignore the dark sides of development. Land acquisition is such field where innocent people are often mistreated, misjudged and mishandled in the name of development. To be a proper development practitioner, which we were taught and trained during the entire course keenly, we also need to know this issues. I have had the opportunity to work with the MLARR team to experience these issues academically also practically.

On the other hand the manual revision has completely been a fantastic experience of literature review, research design etc. The knowledge I got from the Research Methodology course has been tremendously helpful for me.

EVALUATION ABOUT THE ORGANIZATION

Though I did my internship in the last three months; I have been working with BDI for over one year and it has been a pleasant experience, both in the terms of working and learning. According to my understanding it is one of the best social research institutes in BD and it was an honor working here.

Hence I have identified some areas; where if we could put our brains together more, things would be more efficient and flawless.

- BDI should have a proper website defining each of its sector and description. I found that general people have a very little understanding of BDI and often consider it as BRAC itself. Website nowadays is a very popular easy way to reach people.
- The work distribution and deadlines management sometimes get messy. If we could have a built in schedule management system through web in our computers it would have been very easier for all of us.
- The final thing I found that we work vigorously with the World Bank as it's the major organization working behind management of land acquisition, but there are plenty of other international organizations too where this types of research is being done other then universities. Connecting with them to exchange knowledge and experience would be very fascinating too.

COMPETENCIES ACQUIRED

- Communication skills
- Work ethic
- Teamwork skills
- Initiative
- Problem-solving skills
- Analytical skills
- Adaptability
- Detail-orientation
- Organizational skills
- Leadership skills
- Self-confidence
- Creativity
- Time management
- Relating theories to work

FUTURE PLAN

My educational background seems a little weird to many people. My undergrad has been purely technical, then a postgraduate certification in Management of Land Acquisition, Resettlement and Rehabilitation and then finally a Masters in Development Management and Practice. I can confidently say each of my degree and experience has taught me different things and skills which have come really handy and important in work-sector. Similarly experience gained from working sectors had vastly helped me in my real life. I have always wanted to be an Academician. My plan is to immediately start my own research along with PhD. I strongly believe the research experience which I gained from BDI will be extremely helpful in my future works. BDI has taught me to relate bookish theories to practice. It has also taught me how to create network all over the world and how to deal with them. If I start my research at any university abroad, this will be very supportive for me.

ANNEX

Module 1	Displacement, equity and development	
Session 1	Sustainable development	
		Sustainable development, infrastructure and displacement
		What is sustainable development
		Objectives of sustainable development
		Infrastructure development project
		Development induced displacement
		Management of land acquisition, resettlement and rehabilitation (MLARR)
		Land acquisition
		Resettlement
		Rehabilitation
		Management
		Objectives of MLARR
		Scope of MLARR
Session 2	Understanding displacement	
		Understanding displacement
		Population displacement
		Displaced persons
		Types of displacement
		Development induced displacement
		Types of displacement
		Physical displacement
		Economic displacement
		Social displacement
		Cultural displacement
		Different dimensions of displacement
		Global context of displacement
		Development induced displacement in bangladesh
		A case from bangladesh
		Risks, safeguards and reconstruction
		Risks and reconstruction
		The aim of IRR model
		The core of IRR model
		Major impoverishment risks in displacement
		Landlessness

		Joblessness
		Homelessness
		Marginalization
		Food insecurity
		Increased morbidity and mortality
		Loss of access to common property and services
		Social disarticulation
		Four basic functions of the model
		The predictive function
		The diagnostic function
		The problem-resolution function
		The research function
		Basic processes of livelihood reconstruction
		Risk reversals
		Components of reconstruction
		From landlessness to land-based resettlement; from joblessness to reemployment
		From homelessness to house reconstruction
		From disarticulation to community reconstruction;
		From marginalisation to social inclusion:
		From expropriation to restoration of community assets/service
		From food insecurity to adequate nutrition;
		from increased morbidity to better health care
		Final words
Session 3	Resettlement and unequal development	
		Philosophy and principles of involuntary resettlement
		A welfare state's goal
		Infrastructure projects and resettlement
		Infrastructure development and resettlement
		Development and involuntary resettlement
		Some examples
		Development projects and victims
		Development projects and social justice issues
		Development projects and social justice
		Resettlement
		Mode of resettlement
		Voluntary resettlement
		Involuntary resettlement
		Types of resettlement

		Rural resettlement
		Urban resettlement
		Linear resettlement
		Site-specific resettlement
		Social exclusion and displacement
		Social exclusion
		Social exclusion and displacement
		Types of exclusion
		Exclusion from the labor market
		Exclusion from the land
		Exclusion from goods, services and basic resources
		Exclusion from citizenship and political participation
		Exclusion from security
		Exclusion from the benefits of infrastructure and development

Module 2	State, politics, ethics and rights	
Session 4	Accountability and role of state	
		Accountability of the state
		What is accountability?
		Accountability
		Elements of accountability
		Actors in accountability
		Types of accountability
		Institutions for accountability
		Mechanism of accountability
		Shortcomings of accountability mechanism
		Accountability and the politics of displacement
		Social accountability
		Issues in social accountability
		The role of the state
		Definition of 'state'
		State institutions
		The scope of state functions
		Functions of state
		Patterns of interaction
		Two dimensions of stateness

		The role of the state in development, displacement and the consequences of displacement
Session 5	Ethics and politics of displacement	
		Theory of social justice
		Which society is just?
		Theory of social justice
		Society
		Basic theory of social justice
		Concept of right
		Basic rights and liberties of citizens
		Inherent limitations of the liberties
		Distributive justice
		Equality of opportunity
		Theory of social justice as applied to involuntary resettlement
		Involuntary resettlement
		Development in the context of resettlement and rehabilitation
		Resettlement program as development
		Injustice by resettlement programs
		Relevance of rawls' social justice theory
		Politics of displacement
		Development
		Politics of displacement
		Politics of displacement
		Change we need
Session 6	Rights of displaced people and social movements	
		Development and displacement
		Globalisation and displacement
		Shifting transnational dynamics
		Development and displacement
		Human rights discourse
		History of development-induced displacement
		Top-down development approach
		Rights and risks of displacement
		Displacement and rights
		Idp rights and the state
		Constitutional rights (bangladesh)
		Right to development (RTD)

		Substance of the right to development
		Human rights and development
		Recommendations for future
		Social movement in infrastructure development projects
		Social movement: definition
		Characteristics of social movements
		Social movements: a glimpse on global history
		Social movements: a glimpse on regional history
		Stakeholders in social movement
		Factors leading to social movements
		Factors that shape social movement against resettlement
		Violence or non violence
		Stages of social movement
		Response from the resettlement agents
		Case study
		What went wrong?

Module 3	Policy, law and practices	
Session 7	Eminent domain and necessities of land acquisition	
		Eminent domain and displacement
		State, people and land
		Eminent domain
		Eminent domain in bangladesh
		Key concepts in eminent domain
		Interested parties
		Exclusive statutory powers of state
		The role of judiciary
		Public purpose
		Compensation
		Problems of eminent domain
		Things to consider for using eminent domain
		Infrastructure development and land acquisition
		Introduction
		Vision 2021: building physical infrastructure
		Industrialization
		Urbanization
		Roadways

		Railways
		Inland waterways
		Air transport
		Rural transport
		Energy sector
		Land availability for infrastructure projects
		Land ownership
		Questions to ponder
Session 8	Country and donor specific policies and laws	
		Country specific policy
		General context of land acquisition
		Uganda: general provisions
		Uganda: compensation
		Uganda: resettlement
		The 250mw bujagali hydroelectric power project, a catalyst for power sector reform
		Practice: bujagali hydropower project
		India: general provisions
		India: compensation
		Narmadadam and WB's withdrawn of loan
		China: general provisions
		China: compensation
		China: three gorges dam
		Development partners' policies, principles and performance standards
		World bank involuntary resettlement policy (OP 4.12)
		Do safeguards matter?
		Safeguard policies
		Environmental assessment op 4.01
		OP/BP 4.01 environmental assessment (EA)
		Project categorization
		Social policies
		OP 4.12: objectives & outcomes
		OP/BP 4.12: involuntary resettlement
		OP 4.12: entitlements of displaced persons in different categories
		Key instruments: resettlement action plan (RAP)
		Consultation and disclosure processes
		IFC performance standard 5: land acquisition and involuntary resettlement

		IFC performance standards
		Performance standard 5: land acquisition and involuntary resettlement
		Objectives of performance standard
		Scope of application
		Requirements
		Displacement
		Physical displacement
		Economic displacement
		Private sector responsibilities
		Equator principle
		Statement of principles
Session 9	Land acquisition and resettlement policies and practices in bangladesh	
		Land acquisition laws and legal frameworks in bangladesh
		Major land laws in bangladesh
		Land acquisition acts
		LA act, 1982
		Requisition (temporary acquisition)
		Arbitration and indemnity
		Comments on the LA act.
		Padma case.
		Alluvial & diluvial law
		Padma act, 2009
		National policy on involuntary resettlement and rehabilitation (npIRr) -2010
		Why need an IR policy?
		Rationale of IR policy for bangladesh
		IR policy background
		Policy objectives and contents
		IR policy- guiding principles
		IR policy - rights and entitlements
		IR policy – procedural requirements
		Application of the IR policy
		IR policy – operational procedures
		Documentations and disclosures
		LA for public/private sector projects: alternative options
		Valuation of assets, compensation and resettlement
		Legal and institutional arrangements

		Capacity building, policy review and updates
		Status of the IR policy approval
Session 10	Land acquisition in urban context: challenges and practices	
		Urban infrastructure
		Urbanization
		Urban growth
		World urban population
		Trends of world urban population
		Urban population by major area (1950-2030)
		Urban population growth in asia
		Urban population growth of bangladesh (in percentage)
		Sectoral contribution of GDP in bangladesh
		Why cities/ urban infrastructures matter?
		General aspect in bangladesh
		Dhaka as a megacity
		Imperative for growth
		Role of urban infrastructure
		Urban infrastructure as growth management tool
		Urban land acquisition and resettlement
		Urban area
		Urban area
		Characteristics of urban area
		Land use patterns
		Central business district (CBD)
		Specialized areas in the CBD
		Urban infrastructure
		Types of urban infrastructure
		Urban infrastructure and land acquisition
		Challenges of LA in urban areas
		Challenges of resettlement in urban area
		Resettlement options of urban areas
		The recent challenges, facing dhaka city

Module 4	Project cycle and avoidminimize-mitigate framework	

Session 11	Public infrastructure project cycle	
		Understanding project cycle
		What is a project
		Attributes of a project
		How does project management benefits you
		What program management helps you to achieve
		Project success factors
		The triple constraints
		Project cycle management
		The project cycle
		Project identification
		Project design
		Project appraisal
		Project implementation
		Project completion
		Project evaluation
		The three PCM principles
		PCM is result based
		PCM helps to ensure
		Public infrastructure project cycle & the building blocks of resettlement planning
		Public infrastructure project
		An example
		Key considerations
		Not a “one-size-fit-all”
		The key building blocks resettlement projects
		Where does the SIA fit in?
		SIA provides
		When does a RAP get done?
		RAP provides
		RAP continued
		When does consultation happen?
		Consultation
		When does livelihood restoration happen?
		Livelihood restoration
		Managing RAPs
		Monitoring and evaluation

Session 12	Land acquisition and avoid-minimize-mitigate (AMM) framework	
		Avoid, minimize and mitigate
		Sustainability: a “balancing act” in development
		Front-end information from defining the area of influence
		ESIA as a tool to AMM
		Measuring impacts
		Impacts of not knowing the environment and social baseline
		Strategies for mitigation and management
		AMM in project phases
		Analysis of alternatives
		Alternatives

Module 5	Impact assessments	
Session 13	Conceptualizing social impacts	
		Social impact assessment
		Introduction
		What are social impacts?
		What is SIA?
		Why do we need to do an SIA?
		Social change process
		Different social change processes are important in SIA
		Social impacts
		Indicative health and social well-being impacts
		Indicative quality of living environment impacts
		Indicative economy impacts and material well-being impacts
		Indicative cultural impacts
		Indicative family and community impacts
		Indicative institutional, legal, political and equity impacts
		Indication gender relations impacts
Session 14	Social impact assessment – principles and guidelines	
		Social impact assessment

		Fundamental principles for development
		Principles specific to SIA practice
		Other guiding principles
		Guidelines for social impact assessment
Session 15	Social impact assessment – tools and techniques	
		SIA methodology, tools and techniques
		Examples of questions to be addressed in SIA
		Sources of information
		Methods and tools
		Data collection methods
		Quantitative methods
		Land acquisition survey
		Socio-economic survey (mostly used in SIA)
		Census survey
		The limitations of quantitative methods
		Qualitative methods
		Key informant interview
		Focus group discussions (FGD)
		Rapid appraisal
		Public hearing
Session 16	Steps of social impact assessment	
		Steps in conducting SIA
		Step 1: define the impact area
		Step 2: identify information/data requirements and their sources
		Step 3: involve all affected stakeholders
		Step 4: conduct screening
		Step 5: carry out scoping in the field
		Step 6: prepare a socio-economic profile of baseline condition
		Step 7: survey of host population
		Step 8: identify and assess the impacts
		Step 9: develop a mitigation plan
Session 17	Terms of reference for executing agency	
		Guidelines for the practitioners
		What should terms of reference say?
		Basic outline of the TOR

		Components of TOR
		!!!!
		Checklist for your terms of reference
Session 18	Stakeholder analysis	
		Stakeholder analysis for LA and R&R
		What is stakeholder analysis?
		Stakeholder analysis: what and why?
		Four main outputs of stakeholder analysis
		How to identify stakeholders?
		Stakeholder engagement process
		Stakeholder identification matrix
		Methods of collecting information for stakeholders' analysis
		If stakeholders' identification, engagement and analysis are not done well....
Session 19	Reporting social impact assessment results	
		Reporting SIA results
		Organization of the information
		Presentation of the information
		Report outline (suggested)
		Executive summary
		Introduction
		Description of the project
		Project alternatives
		Methods in identifying project impacts
		Description of socio-economic baseline
		Consultation and communication
		Anticipated project impacts
		Affected population
		Affected vulnerable groups
		Inventory of losses to households
		Losses to the community
		Findings and recommendations
		Mitigation plan
Session 20	Environmental impact assessment: concepts and guidelines	
		Basic concepts of environmental impact assessment (EIA)

		Historical evolution of EIA
		What is environmental impact assessment (EIA)
		Linkage with sustainable development
		Dimensions of sustainable development
		Core values of EIA
		Objectives of EIA
		Purpose of EIA
		Key elements of EIA
		Process of EIA
		Environmental impact assessment: guidelines and principles
		Environmental conservation act 1995
		Environmental conservation rules 1997
		World bank op 4.01
		ADB environmental policy
		Basic principles for EIA requirement
		Salient features of OM section F1/ OP
Session 21	Environmental management plan and EIA case studies	
		Environmental management plan (EMP)
		What is EMP?
		The purpose of EMP
		Issues covered by EMP
		Specific components of EMP

Module 6	Consultation, communication and conflict management	
Session 22	Consultation and communication strategies with affected communities and stakeholders	
		Communication process, strategy and tools
		Communication as an evolving practice
		Development communication
		Corporate communication
		Internal communication
		Advocacy communication

		The four-phase development communication process: activities and outputs
		Four phase development communication approach
		Development communication tool
		Phase 1: communication-based assessment (CBA)
		Communication needs assessment (CNA)
		Quantitative and qualitative communication research
		Sociopolitical analysis techniques
		Stakeholder analysis techniques
		Participatory techniques
		Techniques for assessing the media and local communication capacity
		Phase 2 : communication strategy design
		Definition of communication objectives
		Situation and risk analysis
		Communication strategies and action plans
		Components of a communication action plan for dam projects
		Phase 3 : communication implementation
		Decision template for five communication management objectives
		Project-related information dissemination tools
		Conflict resolution tools
		Professional development and training
		Capacity-building tools
		Phase 4 : communication evaluation
		Traditional results and ex post evaluations
		Participatory monitoring and evaluation
		Public opinion tracking studies
		Randomized design, baselines, and surveys
		Consultation and communication
		Why consult?
		When does consultation happen?
		Consultation “unpacked”
		Consultation “best practices”
		Consultation is a two-way learning process
		Consultation possibilities
		Consultation and participation in the project cycle
		Consultation and participation matrix

		Keep good records of consultations in order to:
		Practical notes on consultation/communication
		Consultation in padma multipurpose bridge project
Session 23	Conflict analysis and conflict management	
		Conflict analysis
		What is conflict?
		Conflict analysis
		Why is conflict analysis important
		Key elements of conflict analysis
		Conflict profile
		Causes of conflict
		Actors
		Dynamics
		Indicators for conflict analysis
		Integrating conflict analysis and other forms of assessment
		Building capacity for conflict analysis
		Skills and background required for conducting the analysis
		Selecting the appropriate framework for conflict analysis
		Collecting information for conflict analysis
		Conducting the analysis
		Conflict management
		What is conflict management?
		Causes of conflict
		Mapping conflicts
		Types of conflicts
		Considerable factors for conflict management strategy
		Conflict management strategy
		Conflict management techniques
		Conflict management: ways to resolve
		Methods of conflict management
		Conflict resolution
		Conflict management versus conflict resolution
		Non-consensual/formal resolution
		Consensual/informal resolution

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Module 7	RESETTLEMENT ACTION PLAN AND LIVELIHOOD RESTORATION PLAN	
Session 24	Social Management Issues and Instruments and Resettlement Action Plan	
		Social Management Issues and Instruments
		Resettlement
		Displacement
		Compensation
		Rehabilitation
		Resettlement Instruments
		Screening for Resettlement Instruments
		Scale of Impacts and Resettlement Plan
		Resettlement Plans under RPF
		Social Management Framework (Contents)
		Resettlement Plan (Contents)
		Ethnic Minority/ IP Plan (Contents)
		Other Approaches
		Resettlement Action Plan (RAP)
		Introduction: an Action and a Plan
		RAP in the Project Cycle
		SIA vs. RAP
		Resettlement Planning Tools
		Choice of Resettlement Tool
		RAP Objectives
		How to Achieve RAP Objectives
		Assessment of Impacts
		Not Everyone is Equally Impacted...
		Consultation Processes
		Consultation Contents
		Compensation (Rationale and Packages)
		Compensation Challenges
		Eligibility Issues (in case of Bangladesh)
		Types of Losses
		Compensation Schemes

		Entitlement Matrices (EM)
		A Final Note: Rent Seeking Behavior
Session 25	PAP Profile, Policy Frameworks and Compensation Principles	
		BUILDING A RESETTLEMENT ACTION PLAN (RAP)
		Capturing Information
		Define Project Area
		Socioeconomic Information
		Displaced Persons
		Scale of Impacts and Resettlement Plans
		Resettlement Action Plans under RPF
		Work Out Inventory of Losses and Diminished Income
		Policy Framework, Compensation Principles and Standards
		Legal and Policy Framework
		Comparison between Bangladesh and WB Policies
		Compensation Principles & Standards
		Working Out Project Resettlement Policy
Session 26	Entitlement Matrix and Institutional Arrangement	
		Entitlement Matrix
		Compensation Framework
		Entitlement
		Eligibility
		Unit of Entitlements
		Loss and Eligible Impact
		Establishing Eligibility Criteria for Resettlement
		Valuation of Entitlements and Grievance Methods
		Compensation Options
		Special Focus on Vulnerable Groups
		Categories of Vulnerable Groups
		The Entitlement Matrix
		Entitlement Matrix of a Proposed Compensation and Resettlement Policy
		Implementation Arrangement

		Implementation Arrangement – Key Actions
		Multiple Financing Agency
		Multiple Executing Agency
		Key Players
		Implementation Arrangement
		ECRRP Organization
		WMIP Organization
		Community Engagement/ Participation
		SCM for Community Participation
		Institutional Responsibilities
		Resettlement Management Committees
		Detail Measurement Committee/ Joint Verification Committee
		Property Valuation Committee
		Grievance Redress Committee
		Community Monitoring Committee
		Implementation Time Schedule
		Monitoring Indicators
		Monitoring Levels
Session 27	LA&R Budget and ToR for Resettlement Plan Implementing Agency	
		Land Acquisition & Resettlement Budget and Financing
		Principle and Cost Heads
		Financing
		Budget Components of LA&R
		Compensation and Assistance: Rates
		Replacement Value: Basic Principles
		Replacement Value of Assets
		Determination of Replacement Value: Replacement Value of Land
		Resettlement Value of Land
		Replacement Value of Structure
		Transfer and Reconstruction Costs
		Market Price of Trees and Perennials
		LA&R Budget Preparation

		Adoption of Replacement/Market Value by Executing Agencies
		Process by PVAC
Session 28	Outline of a Resettlement Action Plan and RAP Review	
		Outline of A Resettlement Action Plan
		Introduction
		Minimizing Resettlement
		Census and Socio-economic Survey
		Legal Framework
		Resettlement Sites
		Income Restoration
		Institutional Arrangements
		Implementation Schedule
		Participation and Consultation
		Grievance Redress
		Monitoring and Evaluation
		Cost and Budgets
		Annexes
Session 29	Livelihood Restoration	
		Livelihood Restoration
		Why is Livelihood Restoration required?
		Compensation vs. LR
		Approaches and Strategies
		Designing Livelihood Restoration Strategies
		How to make LR Successful
		M&E of Livelihood Restoration Programs
		M&E Focus areas
Session 30	Preparing Livelihood Restoration Plan and Benefit Sharing Mechanism	
		Preparing Livelihood Restoration Plan
		Introduction
		Target Group Beneficiaries
		Local Economy and Market Opportunities
		Approach for Livelihood Restoration
		Implementation Arrangement

		Time Schedule
		Monitoring and Evaluation
		Budget and Financing
		Benefit Sharing Mechanism
		Types of Benefit Sharing
		Relevance of the Concept
		Monetary Benefit Sharing
		Non-monetary Benefit Sharing
		Benefit Sharing in National Legislation
		Benefit Sharing in Safeguards of International Financial Institutions
		Monetary Benefit Sharing Examples
		Non-monetary Benefit Sharing Examples

Module 8	Data management and geographic information system	
Session 31	Data management	
		Data management
		What is data?
		Sources of data
		Types of data
		Quantitative data
		Qualitative data
		Aim of study
		Amount of information
		Mode of study
		Which one is better?
		Major data collection methods
		Method of data collection in lar
		Key criteria for collecting quality performance data
		Data collection and analysis plan
		Data management
		Benefits of data management
		Activities in data management
		Steps in data management

		Data management plan
		Problems that can occur
Session 32	Geographic information system (GIS)	
		Fundamentals of GIS
		Outline of the presentation
		GIS mapping: data generation and processing
		GIS mapping: data sources and analysis
		GIS mapping: feature geometry
		GIS mapping: storage system and cartesian coordinates
		GIS mapping: data storage model
		GIS mapping : spatial & attribute data
		GIS mapping : miniature of the real world
		GIS mapping : projection system
		Geo-referencing
		GIS mapping: output map
		Finding a optimum location for a new school
		Contents
		Work flow
		Detailed steps
		Input data
		Deriving data sets
		Slope of dem
		Distance from the recreational sites
		Distance from the schools
		Reclassify datasets
		Reclassified distance from the recreational sites
		Reclassified landuse
		Weighting and combining datasets
		Suitable sites
		Land suitability analysis for a dumping site
		Contents
		Approaches
		Data available
		Criteria of selection
		Geo-processing
		Buffering around features
		Clipping inside boundary
		Special difference

		Possible sites
		Filtering with criterion
		Final sites
		Sites selected
		GIS in land acquisition process
		Contents
		Mouza maps
		Satellite images
		Geo-referencing
		Data preparation
		Analysis
		Reporting
		Reporting output

Module 9	Resettlement and rehabilitation programs implementation and management	
Session 33	Implementation of resettlement action plan (RAP)	
		RAP implementation
		RAP implementation aspects
		Key milestones in RAP implementation
		Institutional arrangements
		NGOs as resettlement implementation agents
		Compensation payments
		ID cards example
		Consultation during RAP implementation
		Example of consultation log
		Grievance mechanisms
		Grm example
		Budget and financing
		Implementation schedules
		Example of implementation schedule
		Preparation of resettlement site
		Relocation to new sites
		Monitoring and evaluation

		MIS system for RAP implementation
		Adapt!!!(when things don't go according to plan)
Session 34	Implementation of livelihood restoration plan (LRP)	
		Implementation of livelihood restoration plan
		Implementation of LRP: timeline
		Resources
		Institutions/linkages
		Means of livelihood restoration
		Action steps
		LRP in jamuna bridge project

Module 10	Monitoring and evaluation	
Session 35	Monitoring and evaluation	
		Monitoring and evaluation
		What is monitoring
		Purpose of monitoring
		Monitoring would be concerned with
		What is evaluation
		Purpose of evaluation
		Evaluation concerns
		Comparison of monitoring and evaluation
		It should be noted that
		Steps of conducting evaluation: university of wisconsin-extension framework
		Step-1: engaging stakeholders
		Step-2: focusing the evaluation
		Step-3: collecting the information
		Major data collection methods in evaluation
		Step-4: using the information
		Step-5: managing the evaluation
		Steps in conducting program evaluation: the CDC framework
		World bank suggests: ten-steps to result based M&E system
		Monitoring & evaluation plan
		M&E plan: components

		Evaluation domains
		Biases in evaluation
		Dealing with bias: triangulation
		Types of triangulation
		M&E for land acquisition, resettlement & rehabilitation projects
		Why do we need M&E in r&r project
		The conventional project cycles shows monitoring in its phase
		When does M&E happen
		M&E in a resettlement project
		M&E contents: re-settled paps
		M&E contents: host community
		M&E contents: institutions and community
		RAP monitoring framework
		RAP monitoring plan (sample)
Session 36	External and internal M&E and participation of APs and NGOs	
		Monitoring and evaluation
		Resettlement monitoring
		Resettlement review
		Resettlement evaluation
		Process of M&E
		Level of M&E
		Internal M&E
		Basis of indicators in internal M&E
		Basic steps and elements
		External monitoring?
		Why external monitoring ?
		When and how?
		Indicators for external M&E
		Basis of external M&E
		External M&E method
		The resettlement M&E plan
		Process model for tracking project performance
		Last but not the least....
		Participation of APs and NGOs in monitoring, review and evaluation
		Why participation is needed?

		Types of evaluation
		Conventional method
		Participatory method
		Steps in conducting participatory evaluation
		Involving stakeholders
		The rationale for stakeholder participation in M&E
		When is it appropriate to use participatory M&E approaches?
		Discovering the real interests of stakeholders through dialogue
		M&E systems make managing for results possible