



DASU HYDROPOWER PROJECT



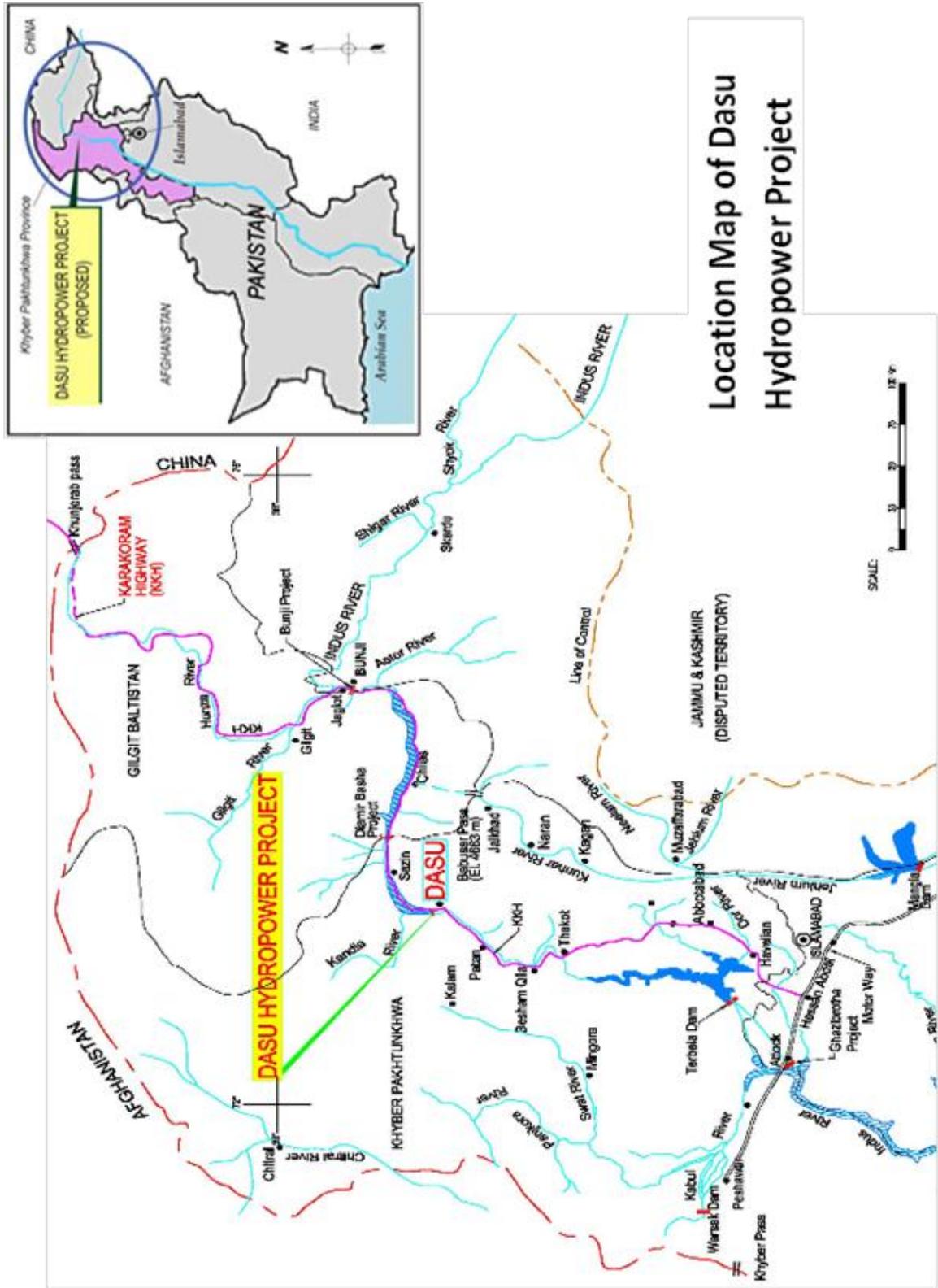
SOCIAL AND RESETTLEMENT MANAGEMENT PLAN

VOLUME 8: MANAGEMENT PLAN FOR CONSTRUCTION RELATED IMPACTS

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20 January 2014



Location Map of Dasu
Hydropower Project

SOCIAL AND RESETTLEMENT MANAGEMENT PLAN

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ABBREVIATIONS

AAC	Additional Assistant Commissioner
BHU	Basic Health Unit
C&D	Communication and Works
CCL	Cash Compensation Under Law
DC	Deputy Commissioner
DHP	Dasu Hydropower Project
DPO	District Police Officer
DFO	Divisional Forest Officer
DPD	Deputy Project Director
EA	Environmental Assessment
EHS	Environment Health Safety
GOP	Government of Pakistan
GCH	Gender and Community Health
HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immunodeficiency Syndrome
IFC	International Finance Corporation
IL	Income and Livelihood
KKH	Karakorum Highway
KPK	Khyber Pakhtunkhwa
MPR	Monthly Progress Report
MMT	Migration Management Plan
NGOs	Non-Government Organizations
PKR	Pak Rupees
PD	Project Director
PRO	Project Resettlement Office
PMU	Project Management Unit
PS	Performance Standards
R&R	Relocation and Resettlement
STI	Sexually Transmitted Infections
SRMP	Social Resettlement Management Plan
WAPDA	Water and Power Development Authority

Units of Measurements

Ha	Hectares
km	Kilometers
MW	Mega Watt

GLOSSARY OF TERMS

Alpine Level Community Compensation	The zone that stretches between the tree line and snowline. A group of people living together in one place. Includes cash payment, deferred payment, a bond, an insurance policy, stipend, payment in kind, rendition of services, grant of privileges and disturbance money entitlement to special treatment by Government and Semi Government, grant of alternative land, grant of import licenses and business, trade and commercial facilities in addition to the rehabilitation and resettlement of an affected person.
Ethnic	Relating to or characteristic of a sizable group of people sharing a common and distinctive racial, national, religious, linguistic, or cultural heritage.
Hazards	A hazard is any source of potential damage, harm or adverse health effects on something or someone under certain conditions at work.
Human Trafficking	Human trafficking is the illegal trade in human beings for the purposes of sexual exploitation or forced labor.
Impacts	The action of one object coming forcibly into contact with another: "cause injury on impact".
In-migrants <i>Jirga</i>	To move into a different region of the same country or territory An assembly of elder men to discuss and decide about economic / social / cultural affairs of a village or community including dispute resolution between individuals, Established traditional judicial practice in the project area.
Land Acquisition	Means the process whereby a person is compelled by a public agency to alienate all or part of the land a person owns or possesses, to the ownership and possession of that agency, for public purpose in return for compensation.
<i>Malik</i>	Head of tribe/sub tribe responsible for dealing at village level with the matters of land; law and order; benefits of community and community conflict.
Participation	Participation is conventionally divided into two dimensions: information exchange and decision making, each of which in turn has two component activities. Information exchange conventionally comprises dissemination and consultation. Decision making comprises collaboration and direct extension of choice to affected individuals, households, or communities.
Relocation	Means moving of monuments, shrines, educational institutions, playgrounds, pastures, a village " <i>Shamlat</i> ", etc. and rebuilding the commensurate housing, assets, productive land and public infrastructure etc. in another location.
Resettlement	Means all measures taken to mitigate any and all adverse impacts, resulting due to execution of a Project on the livelihood of the project affected persons, their property, and includes compensation, relocation and rehabilitation.
Strategy	A plan of action or policy designed to achieve a major or overall aim.
Stakeholders	Include, affected persons and communities, proponents, private and public businesses, NGOs, host communities and EPA, etc.
Seasonal Migration	The periodic movement of a population from one region or climate to another in accordance with the yearly cycle of weather and temperature changes.
Tribal Groups	An ethnic group (or ethnicity) is a group of people whose members identify with each other, through a common heritage.

MANAGEMENT PLAN FOR CONSTRUCTION RELATED IMPACTS

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EXECUTIVE SUMMARY

THE PROJECT

The proposed Dasu Hydropower Project (the Project) will be constructed about 8 km upstream of the Dasu Bridge near Dasu Town, which is the administrative headquarters of Kohistan District in Khyber Pakhtunkhwa (KPK) province. Kohistan is a remote mountainous tribal region and considered “unique” socially and culturally than the rest of the country. The construction of this multibillion dollar hydro power project will likely start in 2014 and completed in two stages with four phases. Under Stage 1 (Phases I & II), Phase I is planned to commence operation in 2019 and Phase II in 2022. Phase III is anticipated to commence in 2031 and Phase IV by 2037. In view of the current energy crisis in Pakistan, Project will provide significant relief with a generation capacity of 1080 MW annually from 2019 and a final total capacity of 4,320 MW by 2037.

PROJECT IMPACTS

The Project will have significant social and environmental impacts due to land acquisition and reservoir flooding upstream up to 74km from the dam axis. These impacts have been adequately documented in various social and environmental safeguard plans. In addition, there are other associated project impacts to be caused by the construction of this mega project. For example, the Project will require a huge number of migrant laborers to overcome the shortfall in the local labor market in Dasu with a population of slightly over 5,000. The demand for construction workers will peak to around 3,000 daily. The construction work, with the promise for more development in the region in future, will attract thousands more new in-migrants turning this remote small place into a “boomtown” with influx of construction workers and in-migrants. These will likely lead to potential negative socio-cultural impacts, including conflicts between the local residents and the in-migrant groups.

A diverse group of in-migrants – namely (i) Contractors, consultants, WAPDA staff; (ii) laborers and their families; (iii) traders/ entrepreneurs; (iv) small business/shop owners; (v) suppliers of construction-related materials; and (vi) various other service providers will move in to take benefits of the Project. The migration and resettlement of laborers/construction workers and their families will introduce a wide range of concerns into the project area of operation – for instance, adequacy of public infrastructure, civic amenities, local transport, housing, health and safety and security issues. There will be increased demand for goods and services as the local people will have higher level of disposable income. The project-induced in-migration will, therefore, change the local context demographically, socially and culturally resulting in significant risks to the local people as well as project implementation.

PURPOSE OF THIS REPORT

Recognizing the inevitability of in-migration for project construction, this Management Plan has been prepared to address and manage the construction-related project impacts pro-actively. In other words, the plan provides a “blue print” for responding to the risks to local communities and administration posed by the influx of in-migrants to the project site. It outlines the approach to the management of the associated impacts and defines the steps to be taken by the Project management, contractors, and management consultants during construction and operation periods.

APPROACHES AND STRATEGIES

The strategies to be undertaken under this plan comprises of the following:

- (i) Stakeholders engagement and awareness building about in-migrants highlighting the social dynamics brought about by the in-migrants as a new stakeholder group
- (ii) Inter-cultural understanding with a view to minimize the risks and conflict situations
- (iii) Management of construction and labor camps/housing, health and safety issues
- (iv) Provisions for improvements in public utilities (e.g., water supply, sanitation, electricity in Dasu and Komila towns and adjacent settlement) through community/area development plan to enhance the carrying capacity of Dasu and local administration
- (v) Improvements in law and order to ensure uninterrupted implementation of the project

In sum, the purpose of the plan is to build an integrated local community to facilitate better project management and help improve the migrants-host relationship. Also, a set of 18-point “codes of conduct” has been developed for construction workers – both locals and in-migrants – to help facilitate a positive environment in the project area and thus build a “community” of mutual trust and respect for project construction.

ROLES AND RESPONSIBILITIES OF STAKEHOLDERS

The Project has established an elaborate institutional arrangement for the delivery of the Social and Resettlement Management Plan (SRMP), including this plan (Vol. 8 Management Plan of Construction-related Impacts). The implementation arrangements under the PMU Social and Resettlement Unit (SRE) include a dedicated team – i.e., Migration Management Team (MM Team) – for implementation of the Plan. . The MM Team will be led by an officer of the level of Deputy Director - supported by two or more locally recruited qualified and trained workers. This is further discussed in Chapter 4.

COSTS, IMPLEMENTATION AND MONITORING

There are no specific additional costs for the Plan as many of the activities are already budgeted, including social infrastructure development under the area development plan in RAP. Also, some of the activities are already included in General contract documents as contractor(s) responsibility. The monitoring arrangements are also briefly outlined.

1 INTRODUCTION

This chapter briefly introduces the Dasu Hydropower project, and its cultural and social contexts, and the project impacts - particularly focusing on the induced impacts such as in-migrants and influx of construction workers to the project site to benefit from project construction. The objectives of the study, rationale and methodology are also presented in this chapter.

1.1 THE PROJECT

The proposed Dasu Hydropower Project (the Project) is an integral part of the Water and Power Development Authority's (WAPDA) "Vision 2025" program approved by the Government of Pakistan (GOP) in 2001. The aim of Vision 2025 is to improve hydropower generation capacity to support the growing needs of the country for agro-industrial development. The Project will be completed in four phases. Phase I will be comprised of installation of the full dam and 3 of the planned 12 turbines. Phases II, III, and IV will involve the installation of 3 more turbines in each phase. For construction purposes, the four phases have been grouped into two stages. Under Stage 1 (Phases I & II), Phase I is planned to commence operation in 2019 and Phase II in 2022. Stage 2 includes Phases III and IV. Timing of the start of operation of the phases II & IV are still uncertain; tentatively, Phase III is anticipated to commence in 2031 and Phase IV by 2037. Once completed, the Project will generate 4,320 MW to meet the current power shortage.

The Project is on the Indus River. It is a run-off-the river project. The dam axis is about 8 km upstream of Dasu town, the administrative headquarters of Kohistan District. It is about 350 km north of Islamabad, the capital city (see Location Map of Dasu). Dasu (Left bank) and Komila (Right bank) can be approached by road only. The Karakorum Highway (KKH) runs along the banks of the Indus providing the only transportation networks in the region. As a major dam project in the remote mountainous Kohistan Valley in Khyber Pakhtunkhwa (KPK), the Project will have positive as well as adverse impacts of varying significance. It will bring economic and social benefits to the project area and boost the economy of the entire Indus Valley. The project investment to the tune of \$7 billion US dollar over 20 years will lead to further economic and industrial development of the region in the future.

1.2 PEOPLE AND CULTURES OF KOHISTAN DISTRICT

The project area is located in the District of Kohistan, which means "land of mountains". It is a tribal region and viewed "unique"— ecologically, socially, and culturally – in Pakistan. The Hindu Kush and Himalayan mountain systems run through Kohistan on both sides of Indus River. Like any other mountain regions, Kohistan is also characterized by the so-called mountain specificities – for instance, remoteness, difficult terrain, lack of access, marginality, poverty, and ethnic and social diversities. It is remote and lags behind the economic development of the plains and rest of Pakistan.

In the Project area, several tribal groups and sub-tribes live (see Table 1.1) maintain their relative isolation and in not "easy to reach" places in higher elevations. The affected villages are divided and sub-divided by tribal affiliations and segmentation, based on kinship and marriage. In addition to tribal segmentations, people are divided by religious sects. In the Kohistan valley, majorities of the population are of the Sunni sect, but there are also some minorities of Shia Muslims found throughout the area. They are very conservative, bounded by old age customs and traditions.

Table 1.1: Tribal Structures in the Project Area

Location	Main Tribes	Sub-tribes
Right bank (includes Komila)	SheikhaKhel, JuraiKhel, ShukarKhel	DomiKhel, SeerkanKhel, Syed, DrapKel, TaherKhel, SherkanKhel, SheikhaKhel, ShadamKhel, Mullah Khel, Gujar
Left bank (includes Dasu)	AskaKhel, UsharKhel, ButaKhel, BoyaKhel, BadaKhel	AskaKhel, ButaKhel, CheleesKhel, KheerzaKhel, BoyaKhel, JalkanKhel, IskandarKhel, BadaKhel

Land is largely communally owned. Terrace cultivation and animal herding are two main occupations and sources of income. Seasonal migration up and down the mountains is a way of life for these “isolated” tribal groups. The annual seasonal migration is characterized by at least four distinct phases:

- **October-April/Winter Houses** (750-1500m elevation): People live close to the river bank to avoid the harsh winter up in the mountain. There is very little agricultural land at this level. Some people live permanently at this level in their “winter houses”, because they are employed in government jobs and or/private sector businesses.
- **April-May/Summer Cropping Season** (1500-2000m elevation): People tend to focus more for their crop production at this level. Many of the households have temporary houses at this level to live and to herd animals.
- **May-September/Summer Residence Zone** (2000-2500m elevation): Many live at their “summer residences” with their herd to avoid scorching summer heat at the lower levels.
- **May-September/Hill Top Areas** (2500-3000m elevation): Finally, people also move up to the “Alpine level” with their herds in May to September and live in temporary shelters. They come down again in winter together with their animal.¹

This seasonal transhumance to upper elevations not only provides them with favorable living conditions and fodder for livestock, but also sources of income and livelihoods. This is viewed as the “mountain way of life” by the Dasu people. .

In Kohistani culture, women are secluded and nearly “invisible” from any public place. Marriages are preferred within the group, mostly among cousins. Most married men have two or more wives. A strong sense of honor or “*Izza*” exists surrounding the protection of women in the tribal cultures. Inter-tribal conflicts are common as each tribal group and/or sub-group want to maintain their “boundary” and “identity” – this being the main characteristics of the Kohistani society even today. The head of sub-tribe is called *malik*, who effectively is the “gate-keeper” for the group and liaise with local administration on all matters. Generally, the local tribes are very suspicious of others and fairly “hostile” to outsiders and to any development programs that may threaten their culture and way of life.

1.3 PROJECT IMPACTS

The acquisition of 4,643 ha of land for the construction of the dam and various facilities will directly affect these tribal groups in 34 hamlets/villages scattered along the valley upstream from the dam site. The villages are typically small and each “hamlet” (local name for village) or village has on an average 20 households, who are typically related by blood or marriage.

A total of 767 households (6,953 persons) will require relocation. Many shops and businesses and civic amenities like schools, mosques and bridges over the river will be

¹ For greater detail, see SRMP Vol. 2 Socioeconomic Baseline and Impact Assessments.

inundated due to the dam reservoir, which will be about 950m elevation above the sea level. Dasu and Komila are located downstream of the dam site and thus will remain unaffected from impounding. Dasu and Komila are the only two small semi-urban settlements in the project area. .

Mitigation measures for project impacts, including relocation of the affected tribal communities have been undertaken in consultation with the affected communities.²The affected tribal villagers selected their own resettlement sites in upper elevations but within the “winter residence zone (between 1000 to 1300m elevation) to maintain and preserve their own lifestyles, custom and traditions. This strategy has been adopted to safeguard their cultures and way of life. The sites will be developed at project costs with basic civic amenities and in accordance to the design approved by the respective communities. This Management Plan is also an integrated part of safeguarding the affected communities and to deal with the presence of in-migrants and “outside” workers for project construction purposes.

1.4 THE “BOOMTOWN” SCENARIO

The project construction will bring significant changes in the lives and livelihoods of these mountain people, including new opportunities for employment in the project construction work. The new opportunities, with promises for more development in the future, will also literally attract thousands of new in-migrants to the project area with potential negative impacts on social and cultural aspects, including potential conflicts between the local and the in-migrants and additional pressures and stresses on the carrying capacity of the already poor infrastructure and social/civic amenities available in Dasu area.

Dasu and Komila together have an estimated 7143 persons. In 2007, population of Dasu was under 1,600 and remained at that level while Komila on the right bank has 5,538 persons.³ The construction of the dam project will require a significant number of migrant laborers to overcome the shortfall in the local labor market. Thus, the populations will likely double or even triple during the construction of the project as the demand for construction workers will peak to around 3,000 daily. The number of workers to be required in the project activities on contract basis (including WAPDA staff and Consultants) is given in Table 1.2. These figures indicate the peak time requirements.

Table1.2: Manpower Requirements for Project Construction and Operation

Year	Personnel Required
2014	1,100
2015	1,800
2016	1,700
2017	2,400
2018	3,000
2019	2,400
2020 onward	1,500

Source: Estimates of Workforce by the Design Consultants, 2012.

Although a significant size of the construction force will be locally recruited from Dasu and its surrounding, the rest will come from others places in the country. Dasu will thus slowly turn from a small tiny settlement into a “boomtown” with the influx of new in-migrants and construction workers. The project-induced in-migration will, therefore, change the local context socially and demographically resulting in significant socio-

² SRMP Vol. 5 Resettlement Action Plan.

³ There are no up to date demographic data. The last census was carried out in 1998. The estimates are derived from Vol. 7 Public Health Action Plan.

cultural risks and potential administrative problems in project management and implementation. .

1.5 RATIONALE FOR THE PLAN

Recognizing the inevitability of in-migration for project construction, this Management Plan has been prepared to address and manage the construction-related project impacts pro-actively. In other words, the plan provides a “blue print” for responding to the risks to local communities and administration posed by the influx of in-migrants to the project site. It outlines the approach to the management of the associated impacts and defines the steps to be taken by the Project management, contractors, and management consultants during construction and operation periods. The Plan also addresses aspects related to in-migrants and the need to enhance the carrying capacity of Dasu Town and adjacent settlements.

The absence of such a plan might pose a direct risk to the project during project implementation. Finally, there are also the reputational risks from lack of or poor management of in-migrants leading to some “unintended” consequences undermining the development potentials of the project. The migration management plan is an integral part of the overall strategy to deal with in-migrants as a “stakeholder” group in the social and environmental management plans for the project.

1.6 APPROACHES AND SCOPE

The plan outlines the approaches to the management of construction-related impacts and identifies a set of steps to address the impacts of in-migrants and other construction-related impacts to make Dasu cope with the “transformation” during the construction of the Project.

The strategies to be undertaken under this plan comprises of the following:

- (i) Stakeholders engagement and awareness building about in-migrants highlighting the social dynamics brought about by the in-migrants as a new stakeholder group
- (ii) Inter-cultural understanding with a view to minimize the risks and conflict situations
- (iii) Management of construction and labor camps/housing, health and safety issues
- (iv) Provisions for improvements in public utilities (e.g. water supply, sanitation, electricity in Dasu and Komila towns and adjacent settlement) through community/area development plan to enhance the carrying capacity of Dasu and local administration
- (v) Improvements in law and order to ensure uninterrupted implementation of the project

Finally, the purpose of the plan is to build an integrated local community to facilitate better project management and help improve the migrants-host relationship in community building and development.

1.7 METHODOLOGY

The need for the management plan for construction-related impacts was identified early on at the detailed design stage. First, a desk review of the feasibility study was undertaken, along with available socio-cultural studies on the project area, its peoples and cultures. Second, field visits to the project area and interviews were conducted with officials, local administration, and tribal elders to assess their responses to the project in general and the potential impacts associated with in-migrants and “outsiders” to the

project area in particular.⁴ Third, baseline socio-economic data were analyzed and project safeguard documents were reviewed to identify potential social and environmental effects of in-migration and action needed to manage the impacts. Finally, the Plan draws on work prepared under the Project, including the social and environmental studies and analyses to improve impact assessment and mitigations. The Environmental Code of Practices (ECPs) is also integrated in the Plan to ensure compliance by the contractors with regard to traffic, construction camp and workers health and safety.

⁴ See, Vol. 3 Public Consultation and Participation Plan.

2 IMPACTS OF THE INFLUX: AN OVERVIEW OF ISSUES

This chapter highlights on the magnitudes of the influx – both direct and indirect – to the project area, types of in-migrants likely to move in, key issues and finally review of laws/guidelines with regard to labor use and wages, obligations of the project and/or contractors for safeguarding the labors.

2.1 IMPACTS OF THE INFLUX: AN OVERVIEW

The influx of in-migrants and construction workers to the project site may place considerable pressure on the traditional Kohistani socio-cultural systems as well as resources. Although the volume and number of in-migrants is difficult to accurately determine at this time, a possible scenario suggests that for every job created by the project, at least additional one to two jobs will be created as a snow-ball impact to support and sustain the growing population and businesses in the project area. Table 2.1 presents a conservative estimate⁵ of the number of people likely to move into the project area at various phases of project construction such as pre-construction, during construction and post-construction periods. This conservative estimate takes into account (i) available local labor force willing to work in the Project; (ii) remote and isolated valley that may not attract workers from other areas; (iii) the cultural differences between Kohistan and other parts of the country. Otherwise, many more in-migrants could be expected for the size of the Project.

Table 2.1: Estimates of In-Migrants at Different Stage of Project Construction

Stage	Types of in-migrant	Number (Direct)	Number (Indirect)	Total
Pre-construction	All types of planning, design, survey, investigations, and construction-related temporary migrants, family/followers	500	400	900
Construction	Construction workers, consultants, and management staff, traders/entrepreneurs, family/followers	3000	4000	7000
Post-construction	O&M/technical advisory staff, family, support staff	1375	1500	2875

A majority of the “direct” in-migrants will move to the project site with project-construction consultants and contractors. However, others skilled and semi-skilled workers/staff for project construction will likely bring families. There will also be “followers” – like vendors, traders, suppliers and various service providers. As a result, during the construction stage, Dasu will have at least doubled or more than the current number of residents, putting considerable pressure on existing resources – for example, housing/shelter, land, water, power, food supplies, jobs, transport/infrastructure and so on threatening their general well-being and welfare.

The social/environmental impacts assessments⁶ and stakeholder consultation reports⁷ reveal that some locals already fear of conflicts, ethnic tensions between the locals and in-migrants, increased crime and violence and perhaps a general breakdown of law and order, social unrest and disruption undermining the project work. Further, many foresee this coming unless pro-active measures are taken to address the issues and to build local capacity to bridge the inter-cultural gaps and enhance understanding between the

⁵ The estimates are based on consultation with experts familiar with such large project construction work.

⁶ See SRMP Vol. 2 Socioeconomic Baseline and Impact Assessment.

⁷ See SRMP Vol. 3 Public Consultation and Participation Plan.

in-migrants and locals for mutual benefits. Otherwise, any reactive outcomes will likely need intervention of security forces at the project gate for law and order, risking further reputational risks for the project.

2.2 TYPES OF IN-MIGRANT GROUPS AND POTENTIAL IMPACTS

The project can expect to attract a diverse range of new arrivals and in-migrants groups – namely, (i) project staff, experts – national and international; (ii) laborers and their families; (iii) traders/entrepreneurs; (iv) small business/shop owners; (v) suppliers of construction-related materials; and (vi) various other service providers (see, Table 1.3).

Table 2.2: Typical In-Migrant Groups

Types	In-migrants Group
Project staff/experts (national and international)	WAPDA staff/engineers; overseas experts as consultants, contractors, and skilled laborers/specialists; local consultants and experts involved in safeguards implementation
Laborers and their families	Laborers, close family members/followers, move to project sites for employment and other opportunities
Traders/entrepreneurs	Migrant traders/entrepreneurs will move in to project sites to benefit from business opportunities associated with the construction of the project
Small business/shop owners	Many outsiders will move in and establish small business/shops to serve the growing populations
Suppliers of construction-related materials	Suppliers of construction materials will open new businesses to benefit from
Other service providers	Mobile vendors, sales persons, various other service providers will move in to the project site for businesses and employment

The migration of laborers/construction workers and their families will introduce a wide range of concerns into the project area of operation – for instance, adequacy of public infrastructure, religious and civic amenities, local transport, housing, food security, health and safety and law and order issues. Migrant entrepreneurs will also arrive on the scene to benefit from the business opportunities associated with the project. There will be increased demand for goods and services as the migrant workers will likely have higher level of disposable income. This will also lead to the growth of small businesses/shops in the Dasu and in Komila bazaar on the right bank. Many small business owners will likely open *chhapar* hotel (tea shop), *khokha* (small eatery) on both banks of the river and closer to construction sites, colonies and campsites and in the reservoir area where huge relocation and resettlement activities will be undertaken. .

There will also be other kinds of trade and commercial entrepreneurs who will also move into the project area to benefit from the construction of the dam project. Thus, the risk factors – for example, air pollution, noise, dust, solid waste, waste water, impacts of increased traffic⁸ and safety – will significantly increase due to the massive number of new in-migrants to the project area. Finally, despite the fact that Dasu/Kohistan is a conservative area with strict cultural and religious taboos, some activities that are socially and morally unacceptable, may still emerge to cater to the needs of male construction workers and other in-migrants resulting in the rise of sexually transmitted infection (STIs) and HIV/AIDS, which currently is considered “non-existence.” Such behavior will bring significant risks to the local population. Additionally, there may originate cases of human trafficking involving women and children. In sum, the scenario clearly suggests significant impacts in many arenas – social, cultural and environmental.

⁸ An estimated 200 to 300 construction vehicles will be on the KKH daily during the construction period.

2.3 MIGRANTS STAKEHOLDER GROUPS

It is already evident that the construction of the hydropower project will draw a diverse group of new in-migrants with varying language, ethnic /tribal affiliation, religion, and trade/professions. These new in-migrants are a force in the project area and must be recognized as such “stakeholders” of the project.

It is likely that these in-migrants may organize themselves into groups or associations along ethnic/religious lines and compete with locals for resources and/or recognition. Given the large size of the in-migrants in the Dasu area, it is also likely that they would be able to mobilize public and political support behind their agenda and/or actions at the project level. Therefore, in-migrants have been recognized as “legitimate” stakeholder group in the Project and as such will be engaged and consulted in the development of programs associated with their interests and activities. Lack of such initiatives may result in conflict and violence between the in-migrants and local communities.

2.4 MANAGEMENT OF IN-MIGRANTS – KEY ISSUES⁹

Management of in-migrants and construction workers is a complex enterprise and involves a series of inter-related and often overlapping tasks. Table 2.2 lists key issues of concerns in developing the management plan for in-migrants and construction workers. Some of these issues were highlighted during extended interviews with community leaders from the affected villages, WAPDA staff and local officials, particularly Deputy Commissioner (DC) and District Police Officer (DPO).

Table 2.3: Migration Management – Key Issues

Key Issue	Tasks and Processes
Housing and accommodation	Housing/shelter for construction workers at camp sites; buffer zones between the camp site and the existing and/or relocated villages; additional housing or relocation of in-migrants, family/followers; site access route for construction workers; access to local markets for in-migrants families
Food security	Additional demands for food and supplies; food sources availability; cost inflation; diet and nutritional status of the in-migrants
Local infrastructure	Transport for local movement; water supply, sanitation and waste management; social amenities (e.g., schools) for children of the migrant families
Community health	Psychological effects of migration; issues of identities in new locations; depression; social/mental health; substance misuse (e.g. drugs, alcohol, smoking; communicable diseases STI/HIV and AIDS)
Labor and workforce management	Labor contracts and suppliers; recruitment of labor from locals vs. non-locals; accidents and injury; exposure to hazardous materials; labor strikes
Employment and business opportunities	Skilled and unskilled labor pool; employment of in-migrants vs. local laborers in project construction work; supply and business opportunities to locals and non-locals;
Law and order/security issues	Inter-group conflict and violence; security issues for in-migrants; mobilization against the project authorities
In-migrants and host community	Inter-cultural and ethnic conflicts; violence; integration of in-migration and host communities; barriers to integration and cultural understanding
Community and area development	Development of services and utilities; vocational training for employment in the project; support for enterprise development; development of markets; banking services; strengthening of local cultural institutions

⁹ This section has benefited from discussion available in the *Proposal for WBN Migration Management Plan* (CCC Service, November 2010), Annex C.

2.5 VALUE OF PRO-ACTIVE PLAN

The project has taken a pro-active approach in dealing with the in-migrants management before their arrivals at the door steps. As such, the project is taking full advantage of integrating many social and migration-related issues in various planning documents – for example, Public Consultation and Participation Plan (Vol. 4), Public Health Action Plan (Vol. 8), Resettlement Action Plan (Vol. 6), Communication Plan (Vol. 11), Benefit Sharing Approaches and Plan (Vol. 13) and Environmental Code of Practices (ECPs), which are part of contract documents and will be used as monitoring tool for compliance. The overarching goals of these safeguard plans are to reduce, prevent and mitigate the direct and indirect adverse impacts associated with project-induced in-migration.

2.6 LAWS, GUIDELINES AND SAFEGUARDS FRAMEWORK

The construction labor force on site shall comply with labor laws in Pakistan, including health and safety issues, and World Bank EHS guidelines and standards. The constitutional provisions provide labor rights to every citizen (Article 18) without any discrimination based on sex (Article 25) or other considerations such as race, religion, caste, residence or place of birth (Article 27). Further, the state shall make provisions for securing just and human conditions of work, ensuring that children and women are not employed in vocations unsuited to their age or sex (Article 37/e). Finally, all forms of forced labor and traffic in human beings are prohibited and no child below the age of 14 shall be engaged in factory, or mine or any other hazardous employment.¹⁰

The World Bank/IFC Group has Eight Performance Standards (PS) for projects, requiring management plan for construction-related impacts and induced in-migration.¹¹ PS1 requires establishment of a system of social and environmental management to address potential risks and impacts, including health and safety of the affected community (PS4) during design, construction, operation and de-commissioning of the project. PS4 further requires plan to prevent and or minimize transmission of communicable diseases that may be associated with the influx of temporary or permanent project laborers. The adverse impacts of in-migrants (laborers, families/followers, and other service providers) pose significant health risks and other socio-cultural impacts. These needs to be addressed with sensitivity, taking into account the cultural perception of risks and well-being.

This management plan for construction-related impacts follows World Bank/IFC guidelines – best practices and standards – relevant to both in-migrant workers and community health and safety aspects, which can contribute to sustainable community development during project construction and post-project phases.

¹⁰Iftikhar Ahmed, Labour and Employment Law: A Profile on Pakistan (web source).

¹¹ IFC Performance Standards on Environmental and Social Sustainability, Jan 2012.

3 MANAGEMENT PLAN - STRATEGIES AND ACTIONS

This chapter lists a set of strategies that has already been undertaken at the planning stage to deal with construction-related and project-induced impacts. The strategies and action involve multiple stakeholders – from WAPDA as a project-sponsor to contractors, consultants, local government administration, and community organizations of the affected people as well as the in-migrant groups.

3.1 ENGAGING THE STAKEHOLDERS

All stakeholders in the Dasu Hydropower projects have a role to play – particularly WAPDA, local officials/administration, affected persons/communities, in-migrants/host communities and project contractors – in managing in-migrants and construction workers. The stakeholders will be engaged in activities in the implementation of the plan. The Director - Social and Resettlement Unit (SRU) is responsible for implementation of SRMP and the Management Plan, will execute the programs, including coordination as needed during the implementation period.

3.2 PREPARING DASU FOR PROJECT CONSTRUCTION

The Management Plan for Construction-related Impacts comprises of the following programs to manage the impacts of the project-induced migration and influx.

3.2.1 Awareness Building about In-Migrants

Director-SRU and Migration Management Team (MM Team) will undertake efforts to raise awareness about, advocate for, and develop and share the case for in-migrants to meet the shortfall in the local labor market. This would be done taking into consideration the local cultural context, sensitivities and attitudes to “outsiders” to ensure a wider sense of ownership of the hydro power project. Director – SRU with support from the District Administration and the Local Leading Group¹² will:

- (i) Engage itself at the community level for awareness building through focus group discussions and meetings
- (ii) Conduct *jirgas* on right and left banks for dissemination of project needs, including need for in-migrants labor for project construction, use historical religious events as examples during the discussion to sensitize the locals about “outsiders”
- (iii) Organize periodically formal workshops involving all village-level committees and *maliks* (head of sub-tribes) to discuss fully integrated social, resettlement and management programs as the “core” development agenda of the project.
- (iv) Explain roles and responsibilities of community groups in project construction and management of local issues

The goal is to ensure that the project as well as the local communities place equitable and socially just attitudes to migrants and construction workers in the construction of the dam project. The awareness campaign shall include awareness against human trafficking including women and children.

3.2.2 Construction Camp and Housing

As per the General Requirements of Contracts¹³, the contractor(s) will be entirely responsible for housing and accommodation of labor in the camp area. This applies to permanent laborers/workers and not those locally hired on a daily wage basis. Two types

¹² An advisory body consisting of various stakeholders chaired by the District Commissioner, Dasu. See Vol. 5 Resettlement Action Plan.

¹³ DHP Bidding Documents, Vol. 3 (Chapter- General Requirements)

of accommodations have been provisioned. Firstly, single-quarter housing for skilled labor with provisions of lounge, kitchen, dining and other facilities. Second, the contractor(s) is responsible to provide accommodation for general construction workers that ensure basic standards, with showers, basins, urinal and hot and cold running water. These communal sanitation facilities will be separated from accommodation areas and lounges. Further, communal recreation such as playing fields (grass and hardened as appropriate) related to the needs of the community as the contractor may require in the designated area.

The contractor will consider location of the construction camps away from communities in order to avoid social conflict, particularly in terms of use of natural resources such as water or to avoid the possible adverse impacts of the construction camps on the surrounding communities. The local authorities responsible for health, religious and security shall be duly informed on the set up of camp facilities so as to maintain effective surveillance over public health, social and security matters. There will be appropriate security personnel (police or private security guards) and enclosures to prevent unauthorized entry in to the camp area. .

In sum, the contractor(s) will be responsible for all full-time workers and provide a safe environment with basic amenities, including safe and reliable water supply, sanitary facilities, toilets and sewerage system. The camps will be equipped with in-house entertainments –for example, television. Dependence of local entertainment outlets by the construction camps to be discouraged/prohibited to the extent possible to avoid local contacts and conflicts. There will be health kits and first aid facilities around the clock with reasonable stock of medicine in the facility will full-time first aider or nurse.

3.2.3 Health and Safety Issues

Health and safety issues are also contractor(s) responsibility, particularly of the workforce at camp sites and deal with accidents and injuries in appropriate manner. Further, for resettled communities and host population in the project area, the Public Health Action Plan (Vol. 8) will be implemented in coordination with local health department with particular focus on:

- (i) Community health and medicine
- (ii) respiratory health
- (iii) awareness about sexually infections, HIV/AIDS
- (iv) Substance abuse such as drugs, alcohol, smoking

In accordance with the Public Health Action Plan,¹⁴ new community-based Basic Health Unit (BHU) will be established and/or existing BHUs will be strengthened to provide medical care and support to the locals and in-migrants in the project area.

Finally, any worker (local or outsiders/international) moving to the project area to work must obtain a medical certificate of fitness and tested against HIV/AIDS, Hepatitis B Virus, and STDs to ensure and reduce the health risks of the local populations. Also, the camp site will have ambulance facility for the laborers during emergency to be transported to nearest hospitals. The contractor(s) will all construction workers in basic sanitation and health care issues and safety matters, and on the specific hazards of their work. In other words, the contractor(s) shall implement suitable safety standards for all workers and site visitors which should not be less than those laid down on the international standards (e.g. International Labor Office guideline on 'Safety and Health in Construction; World Bank Group's 'Environmental Health and Safety Guidelines') and contractor's own national standards or statutory regulations, in addition to complying with Pakistan standards. This will be further ensured with the appointment of an environment, health and safety manager to look after the health and safety of the workers. The

¹⁴ SRMP Vol. 8 Public Health Action Plan..

contractor(s) shall not hire children of less than 14 years of age and pregnant women or women who delivered a child within 8 preceding weeks.

3.2.4 Improvements in Local Infrastructure and Traffic Management

Currently, the conditions of the local roads in Dasu and Komila are in a poor state. The Contractor shall undertake the design, construction and maintenance of roads and collector streets in the designated area to serve all camp sites, housing areas, and other facilities from the Access roads. The improvements will comply with standards regulations governing public roads. Additionally, prepare a traffic plan, if any of construction traffic routes are not covered in the Project's Traffic Management Plan, and requires traffic diversion and management. This will include detailed drawings of traffic arrangements showing all detours, temporary road, temporary bridges, temporary diversions, necessary barricades, warning signs / lights, road signs etc. The contractor(s) will also provide signs at strategic locations of the roads complying with the schedules of signs contained in the Pakistan Traffic Regulations. This will further enhance traffic safely in the project construction area.

3.2.5 Employment and Business Opportunities for All

WAPDA and the Director-SRU will ensure that local laborers as well as in-migrants have access to work opportunities created by the Project. People willing to work cannot be discriminated based on race, religion, caste, residence or place of birth. However, people from the affected families with relevant qualifications would get preferences for employments in the project.

- (i) All persons above the age of 18 years would be eligible to work in the project
- (ii) The project will not discriminate between locals and non-locals for employment in the project.
- (iii) Women and members of vulnerable groups – for example, the *soniwals*– will get preference for employment and/or training for alternative employment.
- (iv) Project will support affected households to open businesses as alternative sources for livelihoods.

3.2.6 Community/Area Development Plan

The Project will undertake a series of social infrastructure and community support services to enhance the carrying capacity of Dasu and Komila Towns as well as adjacent settlements. The programs will be developed based on community needs assessment during project implementation. However, the following provides an indicative list of programs that range from water/sanitation programs to supports for education and health to capacity building of the local police for improved law and order.

- (i) Water supply and sanitation
- (ii) Local roads and small bridges
- (iii) Electricity
- (iv) Strengthening of the existing Dasu Hospital and Ambulance services
- (v) Provision for buildings and furniture to upgrade Dasu High School to a college
- (vi) School buses for male and female students
- (vii) Provision for school buildings and clinic in Kandia Valley
- (viii) Support for training and equipment to local police for improved law and order

The community/area development plan has been budgeted and will be financed under RAP.

3.2.7 Inter-Cultural Understanding and Cohesion

Director-SRU and the Safeguard Team will undertake initiatives to enhance better understanding between locals and in-migrant groups for mutual benefits and the need to share project benefits by all stakeholders. Toward this end, WAPDA and MM Team will conduct:

- (i) Monthly small group discussion meetings/*jirgas* in the project area, particularly in Dasu and Komila
- (ii) Liaise with local government administration for their support and cooperation in dealing with intercultural conflict and reduce any possible tensions
- (iii) Conduct coordination meeting involving the local administration, village elders, WAPDA and MM Team to resolve any dispute or ongoing problems.

3.2.8 Improvement of Law and Order in Dasu

In the Project area, there are issues related to general law and order and security situation at two levels. First, there is a general sense of insecurity among people in Kohistan area due to local ethnic, religious and tribal conflicts resulting in many murders and deaths in the Valley.¹⁵ Second, in-migrants and others related to project construction might face initial opposition and hostility from the locals leading to conflicts, violence, inter-group and often intra-group jealousy over access to and control over project resources. Unless pro-active measures are taken, this may eventually lead to breakdown of local law and order in the project area affecting the interest of the project as well as the local populations. WAPDA/PMU will work with various stakeholders to avoid and or reduce or contain such situation through measures that include:

- (i) Formation of a high-powered -District Law and Order Committee for Dasu Project Construction involving senior administrative and police officials to oversee the law and order in the District, particularly in Dasu to ensure safety and security of those engaged in the construction of the project. The Committee will meet on a quarterly basis to review the law and order situation. The Committee will also ensure traffic movement along the KKH without any bottlenecks, barriers or security threats.
- (ii) Establish Stakeholders Law and Order Committee to deal with any emerging law and order problems on project site, including any inter-group conflict and violence. The DPO Dasu would chair the Committee with representatives from local elders, resettled communities, and in-migrant groups. The Committee will meet as frequently as needed to deal with any emerging issues and work with the Project administration and the local administration to promote better understanding between the locals and in-migrant workers.

WAPDA/PMU considers the security and law and order issues as “project matters” and therefore, will invest time and resources to improve the conditions in the project area for the sake of timely project construction.

3.3 CODES OF CONDUCT FOR CONSTRUCTION WORKERS

Keeping in view the local customs, traditions and considerations, a set of “rules” have been identified through stakeholders meetings that provide guidelines for “code of conduct” for the workers – both local and outsiders. These codes of conduct must be respected by the workers, contractors, WAPDA staff and consultants engaged for project construction (see Table 3.1). The 18-point codes of conduct, already included in the Contractor’s General Contract, and will be enforced to help facilitate a “positive”

¹⁵ For further details, see SRMP Vol. 2 Socioeconomic Baseline and Impact Assessments (Annex - Analysis of Poverty, Conflict and Development Nexus in Kohistan District). .

environment in the project area and thus build a “community” of mutual trust and respect for project construction.

Table 3.1: Codes of Conduct for Construction Workers and In-Migrants

Sr. No.	Codes of Conduct
1.	Local religious beliefs, moral and ethical codes must be respected.
2.	Full respect to local norms, customs, and values of the society
3.	Local populations are legally recognized as landowners and therefore, must be respected all times
4.	DC, District Collector (Revenue and Estate), village committee members and affected community <i>maliks</i> are the civil authorities recognized by the local District Government and must be acknowledged and honored as such
5.	All workers are strictly forbidden to establish any kind of relationship with local women bring any un-related women to the project site.
6.	All workers are forbidden to possess or consume alcohol. The use of drugs or medicines must be prescribed by the physician on site
7.	All workers are forbidden to carry guns or any other types of weapon.
8.	All workers are forbidden to casually stay or visit any local community or village located along the route to or from the project while the construction is in development
9.	All workers must not leave the camps or work sites unless a written authorization is issued by the respective supervisor
10.	If a local inhabitant approaches any worker on a construction site or camp, the worker shall refer him respectfully to the Supervisor at site.
11.	All workers are forbidden to collect, purchase forestry products from the surrounding area of the corridor, other camps or work sites.
12.	The contractors will advise and prohibit the local population and its authorities or representatives not to enter the project operation areas (camp sites, colonies, etc.) in order to minimize the potential risk of incidents related to the operations.
13.	All workers are forbidden to purchase goods from any indigenous community. If any local purchase is required, it will only be done through a representative appointed by the Company or its contractors
14.	In the event of any payment being made to a local community for the purchase of any goods or services by its contractor, such payments shall be fully documented
15.	All workers are forbidden to hunt, purchase or possess wild animals; or interfere in one or the other way in their normal life
16.	All workers will be prohibited to fishing or disturb the aquatic flora and fauna.
17.	All workers must dispose of or remove adequately all residuals/waste produces at site, whether temporary or permanent.
18.	On their days off, the workers of the project may visit or stay around Dasu/Komila Bazaars by wearing local dresses like shalwarkamiz and a cap on their head.

3.4 ROLE OF CONTRACTORS/SUPPLIERS

The contractor(s) shall comply with all the applicable national and international labor laws including employment, health, safety, welfare, accommodation, transport and communications. Furthermore, the contractors are obliged to enforce the following in the recruitment and management of laborers.

- (i) All workers must carry appropriate identification on their clothing all the times except on the off days
- (ii) The contractor/s shall keep accurate record of employed labor including the category, names, ages, gender, hours worked and wages paid. The records shall be summarized monthly basis on an approved sheet issued by the competent authority and, shall be available for review and inspection by MM Team during the project construction period.
- (iii) The contractors cannot employ any child labor (under 18 years) to work in the project site

The contractors will be responsible to enforce the codes of conduct and build awareness among their workforce of the local cultural practices and sensitivities. The contractors will require meeting the local leaders through *jirga* meetings, following mobilization to the sites in order to build rapport with local community leaders. Other important tips for the contractors/workers to remember include: (i) never to be involved in discussion on issues that are not relevant to the project; (ii) make no promises that cannot be kept; (iii) always dress covering full bodies; and finally (iv) never indulge in any contact for sexual favor or other “immoral” activities with locals.

4 INSTITUTIONAL AND IMPLEMENTATION FRAMEWORK

This chapter presents the management and institutional aspects for implementation and monitoring, defines the roles and responsibility, including the role local administration and community organizations in the implementation of the Plan.

4.1 INSTITUTIONS AND ADMINISTRATION

The entire resettlement operations for the Project will be done under the leadership of the PMU Project Director (PD). The PD, with two Deputy Project Directors – Environment and Resettlement – will manage and execute the environment and social/resettlement management plans for the Project (see Figure 4.1). The Deputy Project Director – Safeguards will be in charge of the Social and Resettlement Unit (SRU) and will be responsible for the day-to-day implementation as well as monitoring of the migration management plan, which is an integral part of the Social and Resettlement Management Plan (SRMP) for the project.

As evident from Figure 4.1, the Project has established elaborated institutional arrangements for the delivery of SRMP, including this Management Plan of Construction-related Impact. In addition to the Director-SRU, there is a dedicated team – i.e., MM Team – for implementation of the Plan. MM Team will have a Team Leader at the level of Deputy Director and will be supported by two or more locally recruited qualified and trained workers. The details are discussed below.

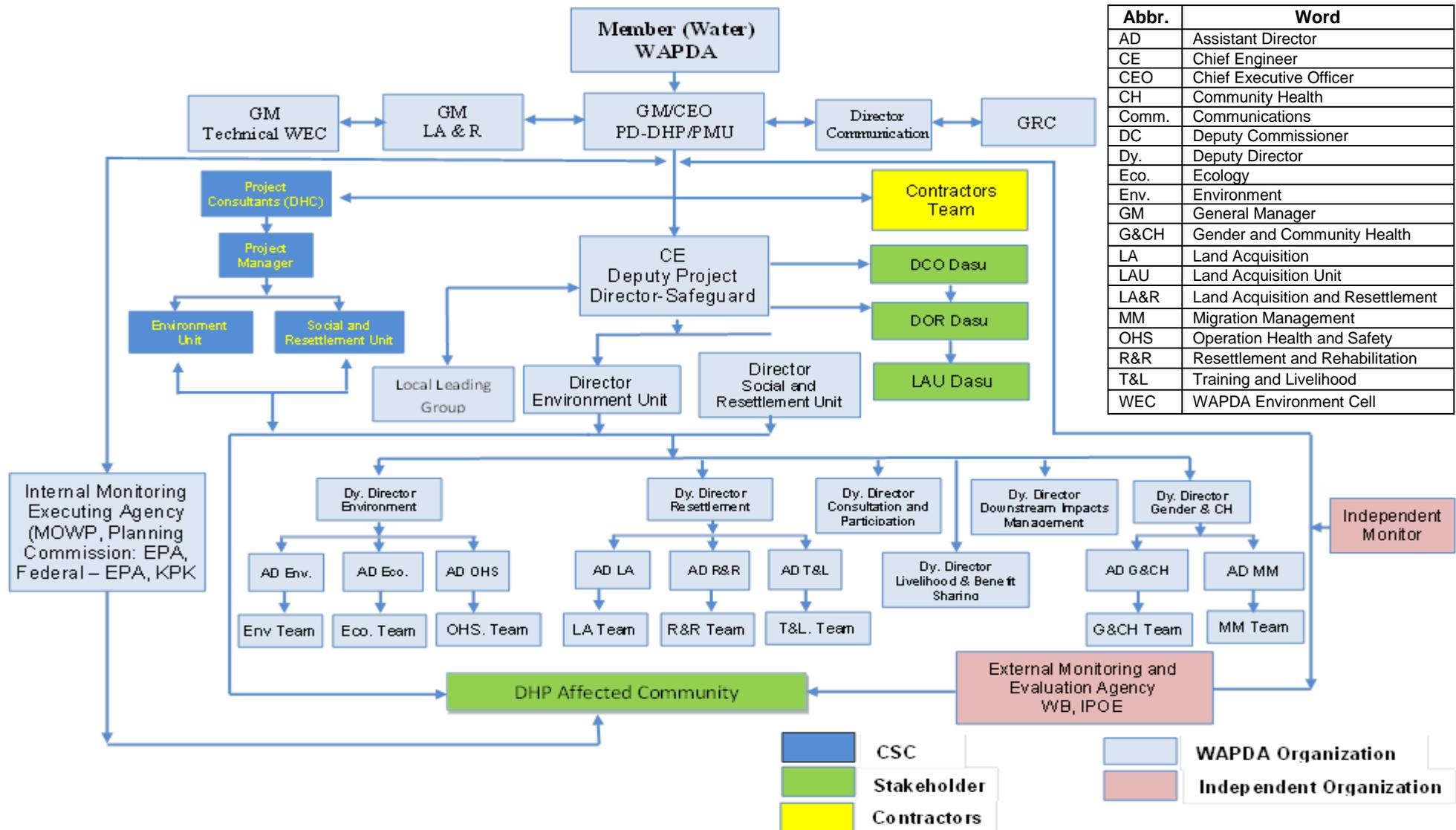


Figure 4.1: DHP Organization and SRMP Implementation Framework

4.2 ROLES AND RESPONSIBILITY

A brief summary of the role and responsibility of various key positions is presented below.

4.2.1 Project Director

The Project Director (PD) is the executive head of the Project Management Unit (PMU) and responsible for the entire Dasu Project operations. He is responsible for necessary policy, administrative and financial decisions and actions for effective and timely implementation of the project as per the approved framework and implementation schedules. The Deputy Director-Safeguards will assist the PD in the execution of SRMP.

4.2.2 Deputy Project Director – Safeguards

The Deputy PD is the head of Safeguards and will work under the overall supervision of the PD. However, he will be directly responsible for implementation of all SRMP plans and any other tasks associated with social and resettlement management. The Deputy PD, will have two Directors (Environment and Social/Resettlement), who in turn are supported by Deputy Directors, Additional Directors and at the bottom various dedicated teams for specific tasks. Director- Social/Resettlement will be responsible for day-to-day implementation of all social safeguard plans.

4.2.3 Migration Management Team

The Migration Management Team will consist of a Team Leader with 2-3 locally recruited and trained workers (graduates and/or Master's degree holders), preferably those who have already worked as local consultants and investigators during the baseline, census/inventory surveys, gender, and communication surveys conducted to prepare the SRMP. The census/survey works already sensitized them with the socio-cultural and resettlement issues in the project and developed some necessary skills and capacity for implementation work.

The key tasks for MM Team will be;

- (i) Identify the various in-migrant groups and maintain close contacts with the groups to promote inter-cultural understanding, including database development
- (ii) Engage the local communities – including local *imams* (priests), *ulemas* and *moulanas* (religious scholars) - in awareness building, including conduct of *jirgas* and workshops to explain the workforce requirements for the project and mutual benefits involving in-migrants
- (iii) Organize in-migrant groups and local communities for meetings to enhance understanding and to resolve any social issues
- (iv) Monitor compliance of the contractor(s) responsibility with regard to camp site, housing, health and safety issues
- (v) Work with Gender/Public Health Teams and in managing community healthcare and wellbeing, including awareness about HIV/AIDS and trafficking of women and children
- (vi) Local community development programs, including socio-cultural development of the affected population as well as various sub-groups of in-migrants.

4.3 ROLE OF LOCAL ADMINISTRATION AND COMMUNITY ORGANIZATIONS

The Dasu District Administration as well as local community organizations such as Village Committees, youth organizations, organizations of in-migrants, civil societies and local NGOs will be involved to enhance community participation in the migration management plan. MM Team with the help and guidance of Deputy PD and Director-SRU will establish a “Build Better Dasu Committee” as a platform to discuss issues arising out of, among others,

construction-related issues. Members of various stakeholder groups – for example, WAPDA, District Administration, Affected Persons and Communities, in-migrants, construction workers, local businesses, and civil society members will be represented in the forum.

4.4 TRAINING AND CAPACITY BUILDING

There will be provisions for training and capacity building for all SRMP staff I staff, particularly for MMT for implementation of the management plan. Following the approval of the project, WAPDA will establish the PMU, mobilize and/or recruit SRMP implementation staff and conduct a week-long training by relevant experts at the project site. The initial training will be a helpful start. The project will take a long-term approach in capacity building through community consultation, shared planning and decision-making on programs benefiting the communities and in-migrant groups. Further, there will be study tours and exposure trips for project staff within and outside the country.

4.5 IMPLEMENTATION SCHEDULE

A time-bound preliminary implementation schedules is presented in Table4.2 for activities identified and actions recommended in this plan.

Given the fact that nearly 80% of the project work with be completed in Stage 1 (Phases I & II, 2013-2019), the management plan for construction-related impacts is designed for the first 5 years of project implementation. The project is expected to commence operation in 2019.

Table 4.1: Implementation Schedule

Sr. No.	Activity	Schedule						
		2013	2014	2015	2016	2017	2018	2019
1.	Awareness building, meetings and workshops							
2.	Committees on local security, law and order							
3.	Housing, camp site for laborers and construction workers							
4.	Employment/business opportunities – planning and support							
5.	Implementation of community health plan							
6.	Community/area development plan							

4.6 COSTS

There are no specific additional costs for the Plan as all of the activities are already budgeted in other safeguard plans and/or will be contractor(s) responsibility. Table 5.1 lists the activities and sources of available budget and funding. As evident, there is enough provision for caring out the planned and overlapping activities in various plans under SRMP.

Table 4.2: Migration Management Plan – Cost Estimate

Sr. No.	Cost item	Allocation Already Available (MPKR)	Reference
1.	Social preparation and awareness	10	Vol. 6 RAP
2.	Information dissemination to communities and stakeholders	15	Vol. 11 Communications Plan
3.	Workshops, <i>jirgas</i> , meetings for awareness and mobilization	5	Vol. 6 RAP
4.	Housing for laborers/workers, , improved social infrastructure (water, sanitation, local roads, etc.) in and around project site	Provisioned in the contract documents	Contractor(s) responsibility
5.	Community/Area Development Programs (establishment of community amenities like vocational training centers, hatcheries, livestock center) at project costs as part of benefit sharing program	517	Vol. 6 RAP
6.	Public healthcare –prevention and promotion and delivery of healthcare programs	4412	Vol. 8 PHAP
7.	Training/study Tours and Capacity building	10	Vol. 6 RAP

4.7 MONITORING ARRANGEMENTS

Director-SRU will establish an integrated monitoring system to cover all activities of SRMP, including the management plan. The Management Consultants (MC) for the Project will assist the PMU/SRU in designing a project-level MIS for monitoring of the implementation work. Monitoring will be done both internally and externally to provide feedback to SRU/WAPDA at all three stages – preconstruction, during construction and post-

construction. A set of indicators will be selected from the project baseline and other sources to design a monitoring system for this plan. In addition to monthly progress report (MPR), a quarterly report on the progress in the implementation of the Management Plan for Construction-related Impacts will be prepared jointly by the Management Consultants and Construction Supervision Consultants (CSC). The reports will be available to all stakeholders and posted in the project website.