



Technical Assistance Consultant's Report

Project Number: 44140
Date: April 2014

TA 7566-REG: Strengthening and Use of Country Safeguard Systems

Subproject: Strengthening Involuntary Resettlement Safeguard Systems (Nepal)

TRAINING NEEDS ASSESSMENT— FINAL REPORT

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Asian Development Bank



Final Report

Training Needs Assessment (TNA) Final Report April -2014

TA 7566 REG: Strengthening and Use of Country Safeguards System.

NEP Subproject: Strengthening Involuntary Resettlement Safeguard Systems in Nepal



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TA 7566 REG: Strengthening and Use of Country Safeguards System.

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Abbreviations

ADB	Asian Development Bank
CDC	Compensation Determination Committees
CRP	Compliance Review Panel
DDC	District Development Committee
DoR	Department of Roads
GoN	Government of Nepal
IR	Institutional Reform
LA Act	Land Acquisition Act
LACRP	Land Acquisition, Compensation and Resettlement Policy
MOF	Ministry of Finance
MOHA,	Ministry of Home Affairs
MOLJ	Ministry of Law and Justice
MOLRM	Ministry of Land Reform and Management
MOIDT	Ministry of Infrastructure Development and Transport
MOFALD	Ministry of Federal Affairs and Local Development
MOE	Ministry of Energy
MOI	Ministry of Irrigation
MOSTE	Ministry of Science Technology and Environment
MOTCA	Ministry of Tourism and Civil Aviation
MOUD	Ministry of Urban Development
NLC	Nepal Law Commission
NDAC	National Development Action Committee
NGO	Non-Governmental Organization
NPC	National Planning Commission
SPF	Special Project Facilitator
TA	Technical Assistance
TOT	Training of Trainer
VDC	Village Development Committee
WB	World Bank
WG	Working Group
PAP	Project Affected People
TNA	Training Need Assessment

Executive summary

The social safeguards system is ever ending process, since the nature and the development of the project is required as the passes on. Different need and requirements are emerging with the technological changes. So the training need assessment is ever ending process that contributes in developing trained personnel required to handle the issues and changing technology for the benefit of the mass. Nepal has been developing and international funding agencies such as ADB, World Bank, IMF and others are also investing in the different projects in grants and loans. The social safeguards issues are looked seriously, Nepal has been developing its' social safeguards policy. The people need to handle the social issues properly and accurately.

The TNA is carried out by TA 7566 REG: *Strengthening and Use of Country Safeguards System*, NEP Subproject: *Strengthening Involuntary Resettlement Safeguard Systems in Nepal* which was approved by ADB on July 26, 2013, NPC endorsed the sub-project proposal on August 13, 2013. The main objective of the TNA is to identify the areas of need to prepare the human resource for handling the social issues. The TNA exercise took off since September 2014 and consulted different personnel in person, interviewed informally, recorded the talk where the skill and knowledge lacking to identify the gaps, the questionnaires developed and distributed to the stake holders. The analysis has given quiet range of areas where the training should be focused on. It has recommended on the basis of findings from Cadastral survey to Implementation of RP.

The TNA has focused on Roads, urban development and Energy sector. This sector has some cross cutting training needs for the people involved in project implementation and recommended in the respective column of the report. The need of carry out the training activities as identified in this document/report.

Training needs are identified and enlisted in the section of key recommendations. These recommendations are made on sector basis even though some of the issues are crosscutting issues. These issues are discovered during the interaction periods with the stake holders. The cross cutting issues should be tackled during the planning of the training. Training is a strategic investment to accomplish the envisaged tasks/projects in or on time.

Chapter I

1. Background of the Study:

Nepal is in transformation with the development that have been carrying out since 2007, an era of monarchism ends and the new approaches of the development occurs since then the aspiration of the people is ever increasing. To address the need and aspiration of the people many projects are envisaged such as fast track to Nijgadh, Upperkernali, Upper Marshyangdi, Pancheswore, Budhigandaki and Nalsingadh hydropower projects and so on. International donor agencies are also encouraged to support the development process of Nepal. Land acquisition, resettlement, rehabilitation and compensation have been a routine work of the government agencies and the projects. There are discrepancies in compensation since, there is lacking standard norms to determine the compensation and the people and the brokers are taking advantages of the poor mechanism, at the end, the real affected people are not getting what they are suppose to get and the middleman are becoming the dominant feature to determine the compensation. So there is a need of national policy felt by the government of Nepal as well as investors such as ADB, WB and others. The government has been trying to create an umbrella policy on land acquisition, resettlement, rehabilitation and compensation. In the process there are institutions who have been dealing with these activities. These activities are known as social safe guard system. The policy and act formulated but implementation side is lacking behind, some are not compensated others are, the land records are not properly done and delaying in transfer of title deeds. Why has it been happening? Is the problem to tackle on it? Is it difficult and time consuming task? Cannot we handle the job as required? What makes delaying? Is there any coordination in the ministry to ministry, organization to organization? So many questions arise. To solve some of these questions capacity enhancement becomes a primary task of the implementing organizations.

Technology is changing rapidly in every sphere, chain survey is out of context, control points are not established, land valuation matrixes are not developed, whatever the power of the people accordingly they will be compensated. Middle men are also troubling since there are deficiencies somewhat in the process. Do they need to upgrade the quality of the people who are handling the job of land acquisition and resettlement and rehabilitation? Certainly there are deficiencies in the process and capacity, to tackle some of the issues the TNA has to intervene.

Nepal's history of legal instruments regulating land, property acquisition and compensation dates back to 1956 (2013 BS). The Immovable Property Acquisition Act (*Achal Sampati Adhigrahan Ain*) 2013 BS (1956) and Immovable Property Acquisition Rules (*Achal Sampati Adhigrahan Niyamharu*) 2016 (1959) were the first two legal instruments aimed at regulating land (and property) acquisition in the country. The Land Acquisition Act (*Jagga Prapti Ain*) 2018 BS (1961) attempted further refinement and regulation of legislations related to land acquisition. The Act was further elaborated at the operational level through enactment of Land Acquisition Rules 2026 (1969). These acts and regulations were considered to have limited value and therefore the Government of Nepal enacted the Land Acquisition Act of 2034 BS (1977) which replaced the Land Acquisition Act of 1961. Till present, the Land Acquisition Act 2034 (1977) has remained the main legal instrument or framework for land and property acquisition in the country. Since 1992, the Act has been amended several times and changes which have been made are primarily limited to changes in the name of the institution, title of authority and administrative set-up so that they can fit the as

per the constitutional provisions. The basic tenets and coverage have remained the same. The Land Acquisition Act 1977 provides prompt and adequate cash compensations for persons who lose their land and property. The Act and the associated regulations, however, do not meet ADB's involuntary resettlement requirements in the sections on loss of sources of income and livelihood restoration, social impact assessment, consultation, participation and disclosure and entitlements to non-titleholders, grievance redress and monitoring mechanisms.

ADB has been assisting and engaging in policy dialogue with the Government of Nepal (GoN) since 1998 for improving Nepal's resettlement and land acquisition practices. For example, ADB RETA 57811 helped to carry out a study on resettlement practices in Nepal and had recommended the formulation of a national resettlement policy framework which would be applicable to both internally and externally funded projects. Nepal also participated in RETA 59352, under which a draft amendment to the Land Acquisition Act was prepared. However, the amendment has not materialized because the national consultation workshop concluded that the draft Act requires further consultations before the enactment. Also, a policy should precede the Act. ADB provided further assistance under TA 44223 to develop a national resettlement policy framework for implementation of development projects in a socially responsible manner. This, draft policy is more enhanced and close to the ADB's safeguard policy requirements.

Taking into consideration the limited scope of the Land Acquisition Act 1977, the changed societal context of the nation and widening scope of safeguard policies worldwide, National Planning Commission (NPC) has recently approved a Land Acquisition, Compensation and Resettlement Policy (LACRP). The Policy, drafted in 2006 with ADB's support and updated with additional advisory support in 2010, is awaiting the Cabinet's approval. The implementation of the Policy is, however, constrained by weak institutional capacity, lack of resources, lack of awareness on regulatory provisions, limited skilled human resources and the general pressure to fast-track development work with little regard to resettlement issues.¹

In anticipation that the draft Resettlement and Rehabilitation Policy would be adopted by the Cabinet, Nepal Law Commission, a statutory body to draft/reform laws in Nepal, has recently drafted a Land Acquisition Act, 2011. Some salient features of the draft act include: i) provision of social impact assessment, ii) defined timeline for compensation payment, iii) priority over negotiated settlement and iv) consideration of livelihood and economic losses. However, the Cabinet seeks a detailed assessment of financial implications of the Policy enactment for public sector projects. Similarly, the new provisions of the draft act would also have some implications for resettlement planning and implementation in infrastructure development projects.

In this context, GoN requested ADB's assistance for the assessment of the financial implications of the draft policy and act and preparation of technical guidelines on involuntary resettlement. It has also requested for their support for conducting an institutional and capacity development needs assessment for making the necessary preparations for implementation of the Policy soon after it is approved by the Cabinet. As part of TA 7566 REG: *Strengthening and Use of Country Safeguards System*, NEP Subproject: *Strengthening Involuntary Resettlement Safeguard Systems in Nepal* which was approved by ADB on July 26, 2013, NPC endorsed the sub-project proposal on August 13, 2013. However, formal implementation of this TA began

¹ Interim Report: LA and R&R 2013

from the second week of February 2013 with the Team Leader being on board. The other members joined in the following months and some are in the process of coming on-board.

1.1. Rationale of the Assessment: Human resource is the prime factor to carry out project works, they have to be trained and enhanced their capacity to yield the desired result from the projects and they should be able to handle the assigned job properly efficiently and effectively. Nepal had a history of lingered the project more than double the time allocated to be completed, Madhya Marshyangdi had take double the allocated time, Melamchi Drinking Water project is also having the same problem; These are few examples almost all projects run in Nepal have experienced the same. To rectify the problems in time and solve them without hampering the progress of the project is one the prime factor to complete the project successfully on time. The capacity enhancement training need assessment will help to solve the problems to some extent that were caused by the lack of knowledge and skill required. The training will help to understand the depth and importance of their work and its chain effect in entire organization. The working force will be responsible to carry out the proper job and it will also support to be accountable what they are doing. The assessment will identify the real target where the people should be trained or in the area where the capacity should be enhanced.

1.2. Objectives and Scopes:

- 1.2.1. There are main departments and ministries in the Government of Nepal they are directly involved in land acquisition, resettlement and rehabilitation, these are Ministry of Urban Development and Physical Planning, Ministry of Road and Transport, Ministry of Energy These organizations will be scanned for gap identification in the performance. It will help to identify the lacking areas to spot the training requirements.
- 1.2.2. It will also identify the some of the problems that has brought into by the changing technology? What need to do to cope with it also be looked into in the departments where the work of land acquisition and R&R is happening.
- 1.2.3 The main three ministries have been c focused in the TNA; they will be scanned and observed how they are lacking in the performance, why the small works are also held up etc.
- 1.2.4. Using of different approach to identify the requirement to enhance the capacity of the workforce to cope with the changing technology and requirements of the field.

Chapter II

2. Methodology:

Scanning of the organization, informal Interviews and Questionnaire distribution and analysis of the data is the main approach of the study. Personal observation is also given place but not as main methods applied to receive the required information and data.

2.1.Scanning of the Organizations: The gathering data to analyze is used basically, observation through scanning the organizations ;Ministry of Infrastructure and Physical Planning, ministry of energy_ NEA and Urban sector development: since these organizations have higher role to infrastructure development in the country, it does not mean that other do not have. Some others are also doing some of the works, Airport construction and development is carried out ministry of Tourism and Civil aviation, like wise district road projects and programs are conducted by Ministry of Local development and others. Scanning means the general observation in relation to the work carried out, the working attitude, effectiveness, efficiently and so on.

2.2. Interviews: These are personal talk on the basis of the prepared questionnaire. The interviewee has informed on the issue and his talk will not be disclosed for other reasons, than identifying the need of the training in the respective field. The output of organizational scanning and interviews are provided together since interviews and scanning in the form of observation formally and informally have carried out. The output is the result of these methods applied. The informal talks were also noted down.²It has helped to reach to the core of lacking areas in the capacity of available human resources.

2.3. Questionnaires: The questionnaires were distributed to find out the gap and requirements in enhancing the capacity by the training. These questionnaires are distributed among 30 people and 18 have been returned back. By following the rest one has taken time and found some excuses.

2.1. Scanning of the Organization: The organizational scanning is carried out in Transport/Roads development, Urban Development and Energy development sector.

2.1.1. Transport development Sector: Ministry of Infrastructure Development and Transport Ministry is an executing agency for developing and managing central. The organ gram of the Ministry is in the annex-I.

The general functions of the ministry:

- Formulate policy for development, management and maintenance of Strategic Road Network
- Coordinate with Development Partners in implementing bilateral and multilateral road projects
- Formulate long, medium-term and annual plan of road development
- Monitor physical and fiscal progress
- Approve annual plans (P2 and P3 Projects)
- Coordinate with Ministry of Finance, National Planning Commission and other ministries.
- Approve Environmental and Social Safeguard Management Framework for Road Projects

² From the note book of Mr. Rijal

Department of Roads: This is the unit mostly dealing with the people day to day basis for the construction of roads. So it has to work out with the Social safeguards system. Even though it has formulated a separate unit in the ministry . It looks after environmental and social sector.

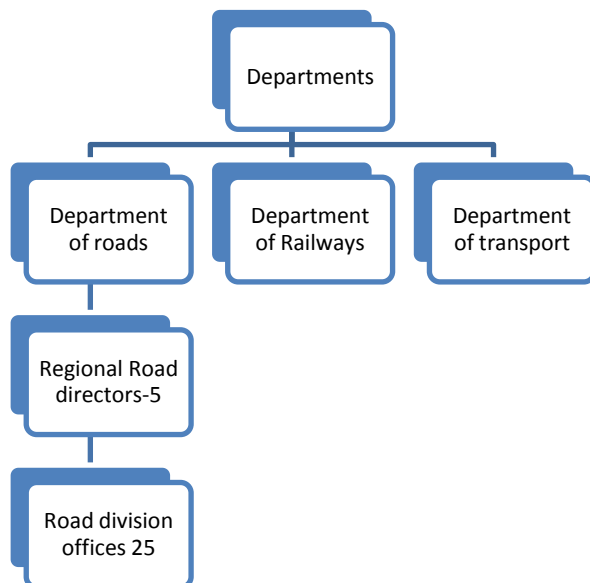


Figure 1 Organ gram of DOR(Road Sector)

Department of Roads manages its road network development and maintenance through 5 Regional Road Directorates, 25 Road Divisional Offices and significant number of Road Projects. The department is headed by Director General and supported by 4 Deputy Director Generals (Planning and Design, Foreign Cooperation, Maintenance and Mechanical). In addition to 4 Branch, two additional Units: Bridge and Road asset Management functions independently and are headed by Engineer under Director General. Projects under ADB assistance is looked after by DOR/ADB Project Directorate while the other donor assisted projects are managed and monitored under Foreign Cooperation Branch. Geo-environmental and Social Unit (GESU)³ is a dedicated unit under Planning and Design Branch to guide, facilitate and monitor the environmental and social safeguards.

The general functions of DOR: In order to realize the objective of the road sector, the core function⁴ of DoR include;

- To maintain road network effectively and efficiently (Asset Preservation):
- To provide access to all District Headquarters, to strengthen social, economic, administrative linkages:
- To improve existing access to District Headquarters for safe, reliable and cost effective travel: Efficient and improved road condition has found to have significant impact on economic development of the region.
- To develop roads to supplement Poverty Reduction Program and to improve accessibility in Mid-hills and Terai.

³Informal talk as Interviews of GESU. Road sector.

⁴ Strategic Road Master Plan (2002-2022), DoR, 2004

- To develop and expand the existing SRN to facilitate effective and efficient movement of goods and services and to foster economic growth;
- To develop and adopt cost effective measures by initiating innovativeness in road pavement and bridge design;
- To develop roads to support other infrastructure development and to link areas of significant social and economic importance; and,
- To encourage private sector participation in the development, maintenance and management of roads.

Competencies: Department of Roads is considered to be one of the efficient departments which have the following core competencies (with respect to complying the safeguard provision).

- Annually receives GON budget allocation for compensation
- Dedicated unit in DOR to look after safeguard activities including monitoring. Gained acceptability for all donor funded projects.
- Extensive use of Public Works Directives which outlines the social safeguard implementation
- Acquiring Land as per the Land Acquisition Act 2034.
- The Terms of Reference of Project Manager which is outlined in PWD, is followed.
- Social safeguard advisory services is provided through consulting services
- Ministry is authorized to approve the Environmental and Social Management Framework. It is approved without delay.
- Commencement of Social safeguard activities prior to the award of works contract

2.1.2. Gap identified from Interview and observation.

- Social safe guard's system implementation part is weaker.
- Land acquisition is lacking as per the need. Here total planning and visioning areas in design should be enhanced. In some area right of way is not determined.
- Record keeping and preparing reports as per the requirements for public consumption, the design is up to certain length and stopped, then after what?
- The total length up to where the road has to be extended is not determined and from the end point, the people started demanding higher prices.
- Specific tasks has not designed for particular department, the TOR is vague so the people depends on to take up initiative. (The TOR of joint secretary is in the Annex: II)⁵
- Difficult analysis on handling job is not carried out. It will give an idea what is needed to handle the job would be find out.
- After compensation paid, land title (ownership) not timely transferred
- Monitoring not effective and GESU is in as advisory role.
- Limited support mechanism for reallocation/resettlement - no direction
- Managing all lands along road corridor
- Grievances address system not effective.

⁵ ToR is taken from its web page www.ministry

2.2.1 Energy Sector Development: The energy sector development is the main function, responsibility and accountability of the Ministry of Energy of Government of Nepal. The Ministry is responsible to facilitate the hydro power projects where most of the resettlement and rehabilitations projects occurs. Dam Construction, transmission line, tunnel construction etc. In Nepal, they have huge tasks to generate hydro power up to 50 thousand Megawatt, it may be higher; since then 82 thousands megawatt is estimated in Nepal having resource to produce electricity.

The organ gram of the ministry is presented in Annex.I.⁶ In the Ministry there are 65 staff and other areas such as NEA, Nalsinghahd, Budhigandaki hydropower development committee. These are major organization of the ministry. The main task of the ministry is to facilitate for investment, attracting investors and monitor constructions of hydro power project. Pnachswore Hydro power project under DOED is going on and they have asked for preparing detail resettlement and rehabilitation plan. It indicates they are concern on social safeguards.

Divisions under the ministry.

1. Administration Division: In this division, there are three sections: Staff Administration, Fiscal Administration, and Information & Public Relation Section. These sections have their own responsibilities.

2. Planning & Program Division: In this division, there are four sections: Budget & Program, Monitoring & Evaluation, Research & Development, and System Expansion Section

3. Policy & Foreign Coordination Division: In this division, there are four sections: Environment, Rural & Alternative, Energy, Foreign Coordination, and Electricity Section

4. Legal Division: This division has only one section that is legal.

The Ministry has not thought on the Social safeguards section even though they have environment section.

They have to think on it. Under NEA: they have social safeguards section.

2.2.2 Gap identification.

The energy sector has been working in many projects, they have implemented social safeguards, resettlement and rehabilitation program also have introduced. The following areas are identified with the observation and interview with the energy sector people.

- Right of way determination and dissemination of information in local level.
- Disbursement of compensation package.
- Preparing resettlement and rehabilitation plan with livelihood restoration.
- The record keeping and cadastral survey to the affected areas.
- Digitalization of the records and compensation distribution procedures.
- Information disclosure to the public in an advance and land acquisition accordingly.
- Social impact assessment: it is not through; the people are taking advantages of it. The project cost is increasing than the estimated one. In all most in all projects it is happening.
- Project preparation and dead line set ups and monitoring accordingly.

⁶ www.moen.gov.np ...

- Dealing with the people, the projects are affected with very minor discontents in the field. Social relationship and mobilization seems not in priority as have been in technical side of the project.

2.2.3. Urban Sector Development: The urbanization in Nepal is in higher speed since its population is shifting towards the city centers for different purposes such as education, better jobs, easier life. Even in every village is converting as small towns. So Nepal is under pressure for managing the flux of population in urban centers. Kathmandu is its hard hit. The informally the people living in Kathmandu valley are around 4 million. But its census does not show this. Sewerage, water supply, electricity, roads construction in inner city and villages, maintaining the quality of supply is a greater challenge faced by the government with its minimum resources; this is critical stage for the requirement of development. Basically the urban sector is looked after Ministry of Urban development with the full responsibility and accountability. The ministry have created a department for its activities to carry out the task of urban development. The department is named Department of Urban Development & Building Construction (DUDBC) and DWSS. The organ gram of the ministry is in annex I.

Organization and Departments: Basically there are two departments under the ministry of Urban development. Department of Urban Development & Building Construction (DUDBC)⁷ and Department of Water Supply and Sewerage (DWSS)⁸. These department have their own sections to carry out the works.

DWSS: The major projects are handled by these departments. DWSS established in 1972, is the lead agency for the drinking water supply and sanitation sector of Nepal. It is working towards achieving the sector objective of Government of Nepal which is to achieve ‘sustained improvement in health status and productivity for Nepalese people as a whole with particular emphasis on lower income group through the provision of adequate, locally sustainable water supply and sanitation facilities in association with improved personal, household and community hygiene behavior’⁹. So they have to implement many projects in the field own their own or by the government or none governmental approaches.

Initially DWSS was limited to constructing comparatively larger water supply systems in the district headquarters and urban centers but it gradually expanded to have a nationwide network to serve all kinds of settlements - urban, semi-urban and rural areas. Today DWSS is providing a nationwide service through its 5 regional, 42 Divisional and 28 Sub-divisional offices spread throughout the country. DWSS has strength of about 1660 staff with a fleet of more than 170 Professional who have expertise in Engineering, Chemistry, Sociology, Finance, Administration etc.

The water sector and the DWSS underwent a major restructuring in 1990 when the sector activities were streamlined by defining DWSS as the lead agency in the sector. All water supply and sanitation programs split between DWSS and Ministry of Local Development (then MPLD) was consolidated to provide one window projects delivery through DWSS. This proved a major step in sector development as demonstrated by that the existing national water supply coverage of 37% in 1990 has been expanded to over 80% as of today. Similarly, the sanitation coverage- defined as access to safe excreta disposal facility- has been expanded from about 6% in 1990 to over 50% now.

After the unified program implementation approach, it has been possible to achieve worthwhile sustainability of water supply and sanitation services through active participation of benefiting community

⁷ www.dudbc.gov.np

⁸ www.dwss.gov.np

⁹ www.dwss.gov.np

in the planning and implementation process during projects construction and by entrusting the regular operation and maintenance of these systems to the local users committees.¹⁰

DUDBC: Under the department there are 5 Regional Directorates, Building Repair and Maintenance Special Division and in 68 districts there were urban development building offices but this is restructured as in 25 division Offices and 1 One building Technology and training centre . The training centre is realized and established. The structure is working smoothly high coughs here and there.

2.3.2 Gap identification.

- Social part is missing heavily in the project site, so there are hindrances in different sector. Even there is no social safe guards section in the department.
- Rules and regulation compliance part is seriously lacking. The rules themselves do not work, they have to apply in the field.
- Monitoring part is slow the target of the monitoring for the projects is lapsing.
- Inadequate technical knowhow among the staff.
- Reporting and record keeping is lapsing; it should be as a part of the routine work.
- Residential and commercial demarcation is lacking every nook and corner it seems a commercial part.
- Basic code of conduct in between commercial and residential areas is lapsing.
- Management part is lacking in some areas such as dealing with the people
- Construction standards are not executed as per the regulation. It is lacking to comply since the country is in seismographic zone. Basically the GON cannot shy away with soldering responsibility to others, such as municipality or local government.
- Accountability and responsibility need to be enhanced since it is fading way with the time and pressure of the work entrusted to the Officers.
- Supervision and technical audit is highly required to the department; it is not given priority even in the Divisions.
- Valuation of land to construct different project is not uniformity, SIA and loss inventory for the record need to improve for effective implementation of the project.
- Confusing in between census and SIA.
- The UGs lack technical knowledge and specific skills to execute projects that are of a large scale because the training that is being provided to them is not adequate.

¹⁰ www.dwss.gov.np

2.4. Identifying of Cross cutting Issues: The following given table has provided the cross cutting factors for training need.

Table 1 Cross cutting factor analysis in gap identification.

Road Sector	Energy Sector	Urban sector	Crosscutting factors
<ul style="list-style-type: none"> • Social safe guard’s system implementation part is weaker. 	<ul style="list-style-type: none"> • Right of way determination and dissemination of information in local level. 	<ul style="list-style-type: none"> • Social part is missing heavily in the project site, so there are hindrances in different sector. Even there is no social safe guards section in the department. 	
<ul style="list-style-type: none"> • Land acquisition is lacking as per the need. Here total planning and visioning areas in design should be enhanced. In some area right of way is not determined. 	<ul style="list-style-type: none"> • Disbursement of compensation package. 	<ul style="list-style-type: none"> • Rules and regulation compliance part is seriously lacking. The rules themselves do not work; they have to apply in the field. 	
<ul style="list-style-type: none"> • Record keeping and preparing reports as per the requirements for public consumption, the design is up to certain length and stopped , then after what? 	<ul style="list-style-type: none"> • Preparing resettlement and rehabilitation plan with livelihood restoration. 	<ul style="list-style-type: none"> • Monitoring part is slow the target of the monitoring for the projects is lapsing. 	Monitoring
<ul style="list-style-type: none"> • The total length up to where the road has to be extended is not determined and form the end point, the people started demanding higher prices. 	<ul style="list-style-type: none"> • The record keeping and cadastral survey to the affected areas. 	<ul style="list-style-type: none"> • Inadequate technical knowhow among the staff. 	Resettlement Plan
<ul style="list-style-type: none"> • Specific tasks has not designed for particular department, the TOR is vague so the people depends on to take up initiative. <i>(The TOR of joint secretary is in the Annex: II)</i> 	<ul style="list-style-type: none"> • Digitalization of the records and compensation distribution procedures. 	<ul style="list-style-type: none"> • Reporting and record keeping is lapsing, it should be as a part of the routine work. 	Record keeping
<ul style="list-style-type: none"> • Difficult analysis on handling job is not carried out. It will give an idea what is needed to handle the job would be find out. 	<ul style="list-style-type: none"> • Information disclosure to the public in an advance and land acquisition accordingly. 	<ul style="list-style-type: none"> • Residential and commercial demarcation is lacking every nook and corner it seems a commercial part. 	
<ul style="list-style-type: none"> • After compensation paid, land title (ownership) not timely transferred 	<ul style="list-style-type: none"> • Social impact assessment: it is not through; the people are taking advantages of it. The project cost is increasing than the estimated one. In all most in all 	<ul style="list-style-type: none"> • Basic code of conduct in between commercial and residential areas is lapsing. 	Deed transfer and land related issues.

	projects it is happening.		
<ul style="list-style-type: none"> Monitoring not effective and GESU is in as advisory role. 	<ul style="list-style-type: none"> Project preparation and dead line set ups and monitoring accordingly. 	<ul style="list-style-type: none"> Management part is lacking in some areas such as dealing with the people 	
<ul style="list-style-type: none"> Limited support mechanism for reallocation/resettlement - no direction 	<ul style="list-style-type: none"> Dealing with the people, the projects are affected with very minor discontents in the field. Social relationship and mobilization seems not in priority as have been in technical side of the project. 	<ul style="list-style-type: none"> Construction standards are not executed as per the regulation. It is lacking to comply since the country is in seismographic zone. Basically the GON cannot shy away with soldering responsibility to others, such as municipality or local government. 	
<ul style="list-style-type: none"> Managing all lands along road corridor 	<ul style="list-style-type: none"> Right of way determination and dissemination of information in local level. 	<ul style="list-style-type: none"> Accountability and responsibility need to be enhanced since it is fading way with the time and pressure of the work entrusted to the officers. 	
<ul style="list-style-type: none"> Grievances address system not effective. 	<ul style="list-style-type: none"> Disbursement of compensation package. 	<ul style="list-style-type: none"> Supervision and technical audit is highly required to the department; it is not given priority even in the Divisions. 	
	<ul style="list-style-type: none"> Preparing resettlement and rehabilitation plan with livelihood restoration. 	<ul style="list-style-type: none"> Valuation of land to construct different project is not uniformity, SIA and loss inventory for the record need to improve for effective implementation of the project. 	
	<ul style="list-style-type: none"> The record keeping and cadastral survey to the affected areas. 	<ul style="list-style-type: none"> Confusing in between census and SIA. 	
	<ul style="list-style-type: none"> Digitalization of the records and compensation distribution procedures. 	<ul style="list-style-type: none"> The UGs lack technical knowledge and specific skills to execute projects that are of a large scale because the training that is being provided to them are not adequate. 	
	<ul style="list-style-type: none"> Information disclosure to the public in an advance and land acquisition accordingly. 	<ul style="list-style-type: none"> Social part is missing heavily in the project site, so there are hindrances in different sector. Even there is no social safe guards section in the department. 	

	<ul style="list-style-type: none"> • Social impact assessment: it is not through; the people are taking advantages of it. The project cost is increasing than the estimated one. In all most in all projects it is happening. 	<ul style="list-style-type: none"> • Rules and regulation compliance part is seriously lacking. The rules themselves do not work, they have to apply in the field. 	
	<ul style="list-style-type: none"> • Project preparation and dead line set ups and monitoring accordingly. 	<ul style="list-style-type: none"> • Monitoring part is slow the target of the monitoring for the projects is lapsing. 	
	<ul style="list-style-type: none"> • Dealing with the people, the projects are affected with very minor discontents in the field. Social relationship and mobilization seems not in priority as have been in technical side of the project. 	<ul style="list-style-type: none"> • Inadequate technical knowhow among the staff. 	
	<ul style="list-style-type: none"> • Right of way determination and dissemination of information in local level. 	<ul style="list-style-type: none"> • Reporting and record keeping is lapsing, it should be as a part of the routine work. 	
	<ul style="list-style-type: none"> • Disbursement of compensation package. 	<ul style="list-style-type: none"> • Residential and commercial demarcation is lacking every nook and corner it seems a commercial part. 	
	<ul style="list-style-type: none"> • Preparing resettlement and rehabilitation plan with livelihood restoration. 	<ul style="list-style-type: none"> • Basic code of conduct in between commercial and residential areas is lapsing. 	

The gap analysis gives an idea where the commonality in all sector of the organizations. These common gaps give an idea every ministry and departments need these gaps and it should be dealt separately. The four areas has common factors in all the projects, monitoring, record keeping, Report writing and Settlement plans.

Chapter: III

3.1. Analysis of the distributed questionnaires:

3.1.1. Questionnaire distribution approach: Questionnaire distribution as a means of finding the areas of lacking and need to be full filled for the efficient and effective resource development in the social safe guards system and land acquisition among the three sectors of the GON, Those sectors are Roads, Energy and Urban development. The questionnaires are designed to check the competencies and knowledge in the field of social safeguards and land acquiring. Question distribution were carried out for the 30 selected people, these people were randomly selected from the sectors and others who were involved in dealing in resettlement, land acquisition and rehabilitations. The ex-secretary to the field level of the respondent was identified. In the questionnaire they were given option mention or not to mention their name. Some of them have mentioned and some others are not. Questionnaires were tested after the preliminary draft and they were refined as per requirements, when testing the questionnaire the clarity of the question and subject matter was looked into. Some of the question was refreshed for clarity.

Total questions were distributed 30 and the returned 20. The return percentage of the questionnaire is 67 %. All together 16 questions were asked in different field of requirements.

3.1.2. Analysis of the responses: Q. 1: It was asked the experience of the respondent in the field of the land acquisition. The average experience of the respondent is 7.5 years. Accumulated experience is 150 years. Some of the respondents have 25 years of experience some just starting.

1.1. The question was asked what methods have applied by your organization: The approach of land acquiring: 50%of the responses were as per the rules and regulation laid down by the government and 50% of the respondents have laid down the process some of them have provided detail; Those are: Notice publication, Cadastral survey for land /property acquisition, Evaluation of the compensation, Resettlement plan preparation and implementation, Deed transfer, Compensation distribution, Classification of land for the compensation, Negotiation with the land owners.

Urban sector development: The following process is received to the answer. Such as Location visit (Survey) and report preparation, Receiving the data of the Land , land owners consultation, A committee formation for land issues (this is applied for land development program in urban sector development), Block Plan design/ planning, Establishment of field office to get approved by the government of Nepal, After approved from GON, Detail engineering Design drawing /development.

Temporary land holding proof distribution, Developed land returned to the owner after completing the basic infrastructures work completion, serviced plot distribution and Permanent land registration certificate distribution.

Basically these two approaches are discovered to acquire the land: First one is the process of land acquiring to the projects and second one is to acquire land for the development / urban sector development.

Q.2: The question asked on easy and uneasy experience to acquire land for the projects. The respondent has both easy and uneasy experiences. Some of them have bitter experiences in acquiring land. The area of easy and uneasy is tabulated below.

Table 2 : Easy and Uneasy Experience in the field.

Easy Experience	Uneasy Easy experience
People are willing to donate land on road construction.	Undue claims.
Social well being works so they have positive attitude.	Not negotiating for compensation.
Land acquisition of road in remote areas.	Land registration document not providing on time/ not providing
	Not providing proper information.
	Additional resources required since the task cannot be completed on official hours.
	Confrontation with local people.
	No easy experience
	Unacceptable valuation
	Taking long time in title deeds
	Lack of coordination with related organizations, such as survey, registration etc.
	Data management is very weak.
	Disputes in town city and built up areas
	Registration in another's name than the real owner of the land.
	Title deeds are not transferred
	Records not updated in survey department.
	Forced to change the alignment of the road.
	Less valuation than the market price by the government authority, so unwilling to provide the land.
	Difficult to upgrading the standard of the road since the transport is plying.
	Dissatisfaction in compensation.
	Some time unacceptable behavior form land owner and land tillers

40% of the respondent left the Colum of easy experience and jumped to the uneasy experience in land acquisition. Some of the uneasy experience has opened the area where to address in capacity development.

Q.3. The question was asked on what area is your expertise to acquire land from project affected people? And the question was left open to answer them. The areas are derived from the answers received and tabulated. The responses and the areas of expertise mentioned in the table shown.

Table 3 Expertise Identification

Areas	No	% on the expertise
Land survey and demarcating land	3	15 %
Preparing map	3	15%
Record Keeping	8	40%
Compensation	10	50%
Motivation	5	20%
Dispute resolution	4	20%
Need identification	6	30%
Coordination with line agency		
Awareness	6	30%
Lively hood creation	10	
Expertise Not mentioned	5	25%

Some of the technical expertise is lacking and some of them mentioned multiple skills. The table indicated that the people in which area are skillful. It will provide us the areas where to focus during Training identification.

Q.4: when acquiring land, the land need to be surveyed and preparing records of the surveyed land. Do you need to upgrade your ability? 70 % of the responses is in the yes, they need to upgrade their ability on the matter of land surveyed and in record keeping and 30% No, they do not need to upgrade their capacity. One respondent said, this job is for surveyed department.

Q.5. Many people are confused on the process of acquiring land, do you need to enhanced your capacity on land acquisition process? Basically, the acquisition act and policy need to be thorough understood. If anyone who is responsible to acquire land confused in the process, the APs and the project will be victimized. 95% answered Yes and 5% No. It indicates the people who are involved in the process of land acquisition; they are willing to have training on land acquisition process. There was a leading question if you want to enhance your capacity, please mention the areas of your interest. They were asked as many as you felt to be enhanced their capacity. The interest of the people and areas are tabulated below.

Table 4 Areas of Capacity Development

S.N.	Subject area	No of responses	%
1	Land acquisition act and policies	14	70
2	Record keeping	11	55
3	Compensation process	16	80
4	Social Mobilization	6	30
5	Negotiation skill	11	55
6	Dispute resolution skill	13	65
7	Expectations and their fulfillment skill	7	35
8	Community Need identification	7	35
9	Communication and interpersonal skill	9	45
10	If any : SIA	1	5
11	Meaningful Consultation	1	5

Maximum people like to have capacity enhanced in Compensation process, followed by land acquisition act and its policies. 5% responded to have capacity enhanced in SIA and meaningful consultation. Open-ended question has drawn two major areas those are SIA (Social impact assessment) and Meaningful consultation.

Q.6. To acquire land, the value of the land should be determined which is very sensitive issue. This sensitive issue should be handled properly. Is your existing know how enough in land valuation is? 90%of the response received the know how is not enough, 5% said enough and 5% abstained to answer the question. The question was further elaborated to determine the time factor. The answer received not knowing 20%, two weeks, 30%, one week 30% and 20% abstained to answer the question.

Q.7. When the land is acquired, the affected person, family need to resettlement and rehabilitation. To manage the resettlement and rehabilitation is a challenge, it demands proper skill and knowledge, for this the following mentioned skill and knowledge is required. Please priorities the mentioned skill as your requirements.

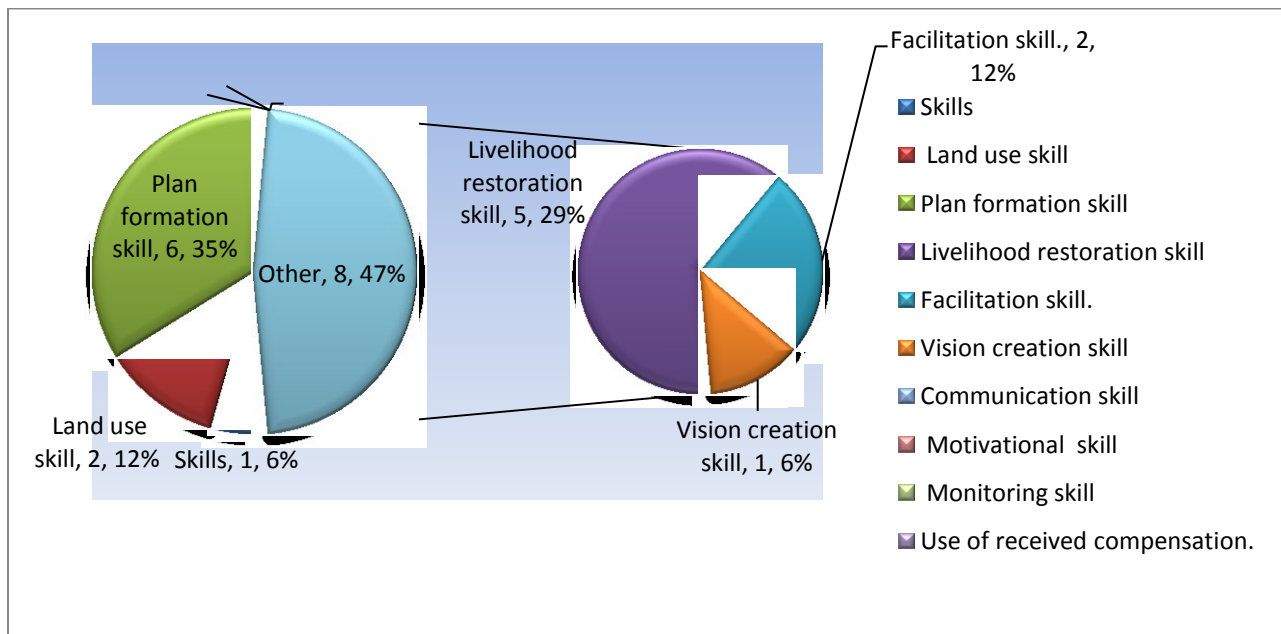
Table 5: required skill in resettlements and rehabilitation

S.N.	Skills	1	2	3	4	5	6	7	Total response
a	Land use skill	2	3	2	5	2	1	0	15
b	Planning skill	6	4	2	1	1	2	1	17
c	Livelihood restoration skill	5	3	9	1	1			19
d	Facilitation skill.	2	5	2	7				16
e	Vision creation skill	1							1
f	Communication skill			1					1
g	Motivational skill			1	2				3
h	Monitoring skill			1					1
i	Use of received compensation.			1					1

The responses received in each skill, some of the skill have been added themselves and prioritized it. Use of received compensation. What does it mean, the compensation received, that has to be utilized properly. They have to be trained to mobilize the people on proper use of their compensations. The case is discovered, when they receive the compensation, the people indulged to misuse it in different unsocial behavior such as drinking, gambling etc. The people who are dealing in the field need to capacitate to deal with it.

Highest number given planning skill required as in their priority, lively hood skill restoration skill has highest number of responses that is 95% responses gathered. 25% has given it as their first priority

Figure 2 First Priority identification Chart.



The chart shows the first priority given % for enhancing their capacity in the different sector. Other could be seen in the table. The highest number attraction is in livelihood restoration program; 35% Planning skill development has found first priority as indicated in the percentage.

Q. 8. The question was if the people are involuntarily displaced do they need counseling service? 100% of response was in favor of the counseling service to be provided and to elaborate this, when the counseling should be provided. The following table indicates their responses. There was a leading question since when the counseling should start? The respond is as follow

Table 6 : Counseling starting time

S.N.	Options	1	2	3
1	From the beginning of the project	18	1	1
2	During R&R	-	2	6
3	Compensation	1	6	1

Nine of them did not respond to other section of time variation, they have chosen only from the beginning. 90% of them have chosen from the beginning 5% have written even before; when the project is in conception. The question was further elaborated how to make avail the counselor, the responses have received as below. They have given three different options.

Table 7: Option Analysis for having Counselor

S.N.	Options	No of responses.
1	Counseling training need for counselor	5
2	Separate Counselor should be Appointed	9
3	Social Mobilizer should be appointed as Counselor	10

50% of them answered Social counselor should be developed as a counselor and 45% responded separate counselor should be appointed to the task. 25% responded counselor need the training whoever is in the counseling position. 20% responded to the three options, their views the appointing approach what so ever implied, they should have training.

Question 9: when people are involuntarily resettled in another place, they have a kind of tension/anxiety. They should have lost their livelihood, whether they could revamp to start livelihood from the scratch or not. How should they be calmed? This is a challenge to the people /staff working in the field. To face such challenge what sort of skill should have with them, some of the required skill is in the table below and prioritize the skill by giving number in the box.

Table 8 : Skill Prioritization

S.N.	Skills	1	2	3	4	Total response
1	Social Counseling	9	4	3	-	16
2	Motivational Guidance	5	1	7	5	18
3	Creating Better resettlement	2	4	5	6	17
4	Creating New opportunities	6	8	4	4	20

In social counseling, 45% people given first priority and 20% people as second priority to have training. 30% people demonstrated the view as their first priority the people should be trained to create new opportunities for counsel the APs and 40% of them have second priority. The bar chart clearly shows the responses on the subject area where to comfort to the APs and the people who are working should have knowledge and capacity in dealing with them. Social counseling is required as equal to creating new opportunities to the APs.

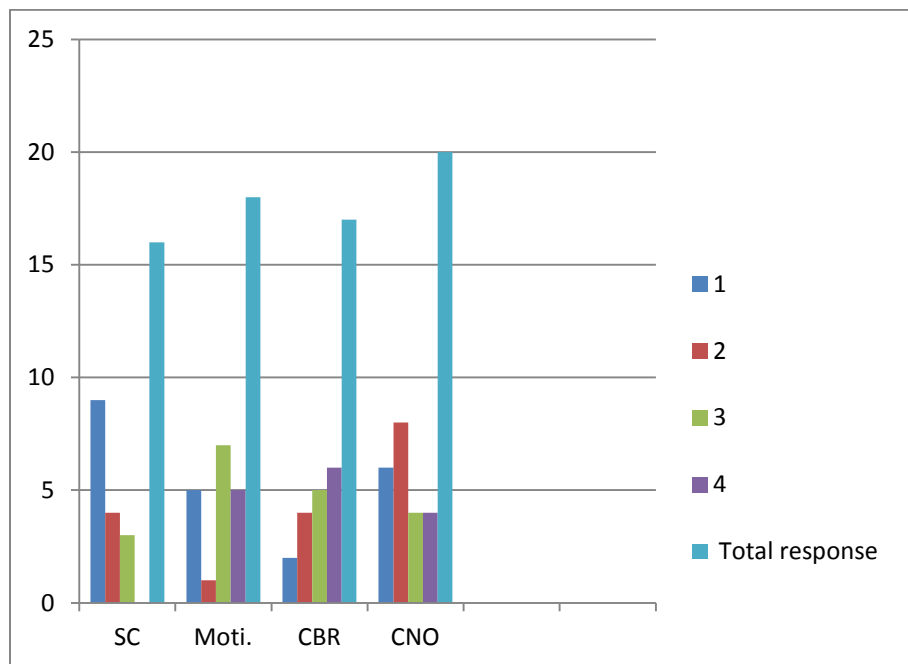


Figure 3 Counseling

Q.10. The question is in land acquisition, valuation, resettlement and rehabilitation are important areas, to handle this some of the skills are required as mentioned below, which you find the most important ? The responses received as follow.

Table 9 : Responses on Skill Required for LA and R&R

S.N.	Areas of the skills	No of responses	% of the responses
1	Record keeping	2	10 %
2	Listening	1	5%
3	Problem solving	7	35 %
4	Public relation	5	25%
5	Leadership skill	5	25%

35 % of the responses received as problem solving, 25% for public relation and 25% for leadership skill, 10% felt record keeping is also a important skill that is also required. Problem solving skill is required the most in LA and R&R sector.

Q.11 The question is, the project affected area should be identified, the many dispute may arises when the people are receiving the compensation. In this situation determining the compensation becomes a

challenge. The people/ officers who are working in this sector need to enhance their capacity for affected areas mapping or impact assessment (identification of social, physical and economical losses) as per your experience which areas need to focus to enhance their capacity? The responses received are as follow.

Table 10: Priority on Impact Assessment.

S.N	Impact assessment areas.	No of responses	%
1	Livelihood loss	7	35%
2	Social impact	4	20%
3	Psychological	6	30%
4	Individual level impact in long run.	4	20%
5	Market valuation of loss.	11	55%

Some of them chose more than one, their responses are valid since they have impact in all sphere of life when they have involuntarily resettled in another area. 35 said they should have capacity in livelihood impact assessment, 20% said they should have social impact assessment, 30 % said they should have capacity to identify the psychological impact, 20% said they should have ability for assessing individual impact in long run in their life and 55% said they should have ability to assess the impact as per the market value, it means they should be able to find the market value of their losses while assessing the impact.

Q.12. The report preparation of the task carried out in the field/project is highly required, in many people this skill is not enough as required, do they need the training in report writing.

100% of the responses realized they should be trained in report writing as per the requirements of the projects.

Q.13. It asked as there any need to enhance the capacity in the field of monitoring and evaluation? The responses indicated that there is a need on monitoring and evaluation training for 100%. The question was further elaborated to identify the areas of the monitoring and evaluation when designing the training.

The responses received as the training is in need to prepare the indicators of monitoring, the indicators preparation during the process of project designing and in evaluation process and its requirements

Q.14. facilitation is one of the important skill to the people working in the field do they need training on facilitation? 90% of them said they need training on facilitation, only 10% of them said they do not need the training on it.

Q.15. The project design affects until the last stage of completion, the activities is one of the major components, do you need to enhance the capacity in designing the activities of land acquisition, resettlement and rehabilitation program?

In response 90 % people are in favor of training for creating activities in LA and R&R preparation process.

Q.16. The question was to ask any thing missing to add in the questions that need to be considered in training. The response is as follow to add in the topics of the training. i. Team building in the process of LA and R&R., ii. Coordination and communication skill, iii. Rights and responsibilities of APs.

Chapter IV

4. Outcome of the Training Need Assessment.

The analysis has carried out in two aspects first one is from scanning of the organizations, observation and interviews. The second method was applied by distributing questionnaires. The training need is derived from the both major areas this is known as outcomes of the analysis. Out come from the first part: The first part is observed more in gap identification, the gap identification means the need of the training to full fill the gap.

4.1. Outcome of Part A : The need for the training is identified and summarized in the following table.

Table 11: Sector Wise Skill Needs

Road Sector	Energy Sector	Urban sector
<ul style="list-style-type: none"> • Social safe guard’s system implementation. • Envisaged the program and survey including right of way determination in national and international practices . • Record keeping and preparing reports as per the requirements for public consumption. 	<ul style="list-style-type: none"> • Right of way determination and dissemination of information in local level. • Disbursement of compensation package • Preparing resettlement and rehabilitation plan with livelihood restoration. • Cadastral Survey and record keeping. • Digitalization of the records and compensation distribution procedures. • Information disclosure to the public in an advance and land acquisition accordingly 	<ul style="list-style-type: none"> • Social Safe guards . • Rules and regulation compliance and roles and responsibility of the project. • Monitoring guideline preparation. • Technical knowhow to the field staff. • Reporting and record keeping. Residential and commercial demarcation basic code of conduct. • Cadastral survey and digitalization of the output.
<ul style="list-style-type: none"> • Digitalization of the records • Value adds due to the road and development tax. • After compensation paid, Deed transfer process.(ownership) • TOR preparation as per requirements. • Monitoring and evaluation and GESI Plan preparation in R&R. • Land Management and Environmental degradation. • Grievances addressing and the law related to the grievances. 	<ul style="list-style-type: none"> • Social Impact Assessment (Preparation of Impact assessment guide lines too) • Project preparation and Monitoring • Social relationship and discontent handling. • Right of way determination and dissemination of information in local level • Disbursement of compensation package. • Preparing resettlement and rehabilitation plan with livelihood restoration. Digitalization of the records. • Project preparation and dead line set ups and monitoring accordingly • Right of way determination and dissemination of information in local level. • Disbursement of compensation package 	<ul style="list-style-type: none"> • Management and the people relationship. • Construction standards are not executed as per the regulation Accountability and responsibility. • Supervision and technical audit. • Valuation of land, SIA and loss inventory for the record need to improve for effective implementation of the project. • Census and SIA. • Project execution. • Monitoring, Report writing and record keeping.

Some of the areas are similar in between of three sectors, cadastral survey, record keeping, digitalization of the records etc.

4.2 Outcome of the part B:

Need Identification: Need identification is carried out in each part of the questionnaire; the out come fo the analysis is presented in Summarized form .

- i. **Training on controlling undue claims:** The issue was highly raised in the answers of the questions. So it should be taken care in legal and process.
- ii. **Cadastral survey and record keeping – Digital and manual:** Always there is dispute on the records so the records should be kept scientifically and retrieve as required time and again. It indicates, the records should be digitalized/computerized.
- iii. **Resettlement and rehabilitation plan formation:** The people should have skill and knowledge on the Resettlement plan preparation and implementation. So that they will create dead line rationally.
- iv. **Livelihood restoration plan and implementation:** The people who are dealing with it need the proper technical and social skill and knowledge to guide the people accordingly. The discontent of the people on it hampers to carry on the project.
- v. **SIA (Social Impact assessment):** The basis of compensation determined by this issue, So the staff working on it should be with skill and knowledge on the matter. If it is carried out properly conflicts will be minimized.
- vi. **Technical Audit:** The technical staff should be competent to handle the technical audit that has to be carried out n terms of material use, construction technology, skill, durability, specification check and so on.
- vii. **Report writing:** The report writing skill should be enhanced in all sector. They need comprehensive training on it.
- viii. **Laws and policies:** There are laws and policies to handle with the land related issues, the staff should be trained in the process and regulation on land acquisition, resettlement and rehabilitation.
- ix. **Leadership and communication:** The staff should have developed leadership skill in implementing the projects with the approach of team building and should have the depth understanding of the organization and its functions.
- x. **RP preparation and livelihood restoration:** Resettle plan preparation makes the people aware of processes required and the livelihood restoration is another challenge if it is carried out, the project will have positive impact among the people and they will be ready to feel their own project. So longevity of the project will be higher.
- xi. **Impact assessment:** This includes the Impact assessment on individuals life should also be carried out so that the people will be treated properly and compensated accordingly.
- xii. **Envisioning:** how to create vision for the project should have skill and knowledge. It helps population increment projection, designing the projects for tackling the projection with the life span of the infrastructure development.
- xiii. **Right of way and information disclosure preparation:** Envisioning will help to determine the right of way and process of disclosing the information.

- xiv. **Land valuation on fixing market price and controlling to the brokers:** The staff should be able to mobilize the market factors in determining the valuation within the set regulations.
- xv. **TOR preparation:** The Management level should be able to prepare the TOR. TOR preparation is not a task of one person since it affects the investment, higher load less time, etc.
- xvi. **Monitoring and Evaluation:** The responsible staff should be able to monitor the project properly; they should be trained on monitoring and expectation in line with the prepared guidelines.
- xvii. **The social Safeguards systems and compatibility:** The social safe guar system of investors such IP preparation, RP preparation, compliance and the Social Safeguards of the National policy should strike the balance.
- xviii. **Dispute resolution:** The staff should be trained on the cause and effect of the dispute and the techniques to resolute the dispute.
- xix. **Record keeping and computerization (digitalization):** The record keeping is an integral part of the project progress, work carried out but these should be carried out properly since there are matters to the consumption of public and the government.
- xx. **Census and loss inventory:** The staff should be trained on how to conduct census and preparing the loss inventory properly.
- xxi. **Facilitation and Team building:** This skill is required in the field to motivate people, conducting workshops regarding the requirements of the people etc.
- xxii. **Identifying new opportunities:** The staff should be able for brainstorming to help the people where necessary. It will give an idea to look for emerging opportunity to create livelihood.
- xxiii. **Social Counseling and Motivational Guidance:** The social counseling and motivational guidance is required to the involuntarily resettled people. Since they feel they are in danger of losing their livelihood, social relations etc. The effort should be to calm them and motivate them to restore their livelihood with the support. The staff should have skill and knowledge on the counseling and guidance.

Chapter V

5. Key Recommendation and Conclusion:

5.1. Key Recommendations: The study shows the many areas of the Training need highlighted. Some of them are overlapped and some of them are not in priority at the moment. In some areas the training

should be conducted as soon as possible. The people which they were expecting training to enhance their capacity to deal with land acquisition, Resettlement and Rehabilitation. They also want to prepare monitoring guidelines along with the project document setting the target as per requirements of the projects. The following recommendation is made on the basis of the study.

I. Road Sector:

i. Upgrading the quality in survey and record keeping: This should be conducted by the government, the records with the public should be computerized and their status of title deeds, loss, and compensation should be made in finger tips.

ii. Envisioning and determining the right of way as in the condition of Nepal and compatibility with international practices: The field level engineers and staff should have knowledge and skills on the matters.

iii. Environment impact and mitigation: This is also a problem in the field, the roads are constructed the land slide, stability of the land, bioengineering practices should be encouraged. It will make the roads more durable in long run economical.

iv. Social safe guards: The staff should be aware on the issue of social safe guards. During the study period, it was discovered the social safe guards issue is the GESU issue not of the technical personnel. The training is highly recommended in social safe guards issue and its compliance to the technical and administrative staff of the department.

v. Land Valuation: value increase and Development tax: This is a issue of the land loss and value increasing in the intersections where there is a possibility of town development.

II. Energy Sector:

i. Cadastral Survey and record keeping: This part need more attention due to improper records , the APs are frequently discontent over the matters. Land value increase when the remote unwanted land is developed to a state of attraction.

ii. SIA (Social Impact Assessment): The field level staff should be aware on the issue and their proper and accurate records. The staff should be competent in computerizing the outcome of SIA.

iii. Resettlement and Rehabilitation Plan implementation: The field level staff should be skillful and knowledgeable on the issue of RP and implementation. This sector should be specialized and serious. It should be effective and efficient. This is an integral part of the project. Land acquiring and left the social part with or not in prioritized level, this will delay the project implementation sector. Project cannot move ahead without addressing the Environmental and Social issues.

iv. Compliance of Social Safeguards: There is a slight friction on technical part and Social part, this should be minimized by the training on the concept of social part is as equal as technical part.

v. Land valuation: This is more sensitive than in Road sector. The land could not be used for future development where there are high tension lines. Use of land also some time becomes dangerous if it is the land of rice plantation. How to compensate such land should be considered as per the condition.

III: Urban Development Sector:

- i. **Cadastral Survey and record keeping:** This is important to maintain the proper records of the land that is going to be developed.
- ii. **Social mobilization and awareness training:** The impact of the development and roles of the people should be made aware to the people.
- iii. **Land pulling system (Development) and its benefit:** The staff should also be aware with the system and they should be able to mobilize the people accordingly.
- iv. **Monitoring and evaluation of the project:** Urban sector development project time line and its output should be set. The work progress should be monitored as per the set guidelines and time lines/dead lines. The staff should be trained on the issue of monitoring and deadline meeting efforts and efficiency required.
- v. **Valuation and compensation:** This is also another issue where already the town need to develop in certain standard such as roads, foot paths, recreation parks, stadiums etc. The staff should be knowledgeable in the valuation process determination and the process of compensation. Tile deed transfer process and implementation.
- vi. **Leadership and dispute resolution:** This is highly required in urban sector development since the people have been measuring their land in inches and lines.

5.2. Conclusion: The TNA is carried out to identify the gaps and requirements for carry out the social safeguards system in the field/project level. The people should be able to carry out the system properly. The Need assessment has opened the door where to focus on capacity development of the people involved in the sector. Engineers to personnel of social mobilize should be trained in different topics. The key recommendation should be followed to train the people further. The TNA has carried out comprehensively by asking questions to the stake holders. The outcome of the Assessment should be in line while designing the training in different sector. Envisioning develops from the problems raised in the field, trend analysis, population explosion- projections, future development possibilities of the area, resource mapping and so on. The people should have skill and knowledge for envisioning. Record keeping, cadastral survey and report writing is also an important part that has been raised properly during the interviews and observation talks with the identified sectors. Some areas the gender issues are not taken care properly right from the conception of the project, gender sensitive project should be prepared especially in rehabilitation and resettlement areas. This TNA will work as a guideline in formulation the training programs required to deal in the field specially in social safeguards.

The End.

Annexes:

i. Organ grams: Ministry of energy, urban development and Roads.

ii. TOR of a joint secretary.

iii. Questionnaire of Interviews.

iv. Questionnaire for data collection.