
Chapter 7 Institutional Arrangement

7.1 ZPSPP Institutional Arrangement

7.1.1 Executive Organization

The Hebei Zhanghewan Pumped Storage Power Project Co., Ltd, (HZPSPPC) is the owner and construction unit of the Project. The HZPSPPC has investigated the Inundation Index and compiled Cost Estimates of Inundation Compensation for the ZPSPP Reservoir as well as a Resettlement Action Plan (RAP) under the national technical specifications and rules. BHIDRI of the Ministry of Electric Power and the Ministry of Water Resources has undertaken the design work for resettlement planning. The Hebei Provincial Government has assumed responsibility for the implementation of the resettlement planning.

In accordance with the institutional reform scheme approved by the First Session of the Ninth National People's Congress, the original Ministry of Electric Power (MEP) was disbanded. Its administrative management duties for the power industry were taken over by the State Electric Power Corporation (SEPC) under the State Economy & Trade Commission (SETC). Its operational duties of the MEP to manage the national assets and its administrative duties to manage enterprises were transferred to the SEPC. The Resettlement Office (RO) originally in the MEP is now set up in the SEPC, and the administrative management duties for resettlement activities have been taken over by the SEPC of the SETC.

As progress moves forward on the construction of the ZPSPP, BHIDRI will work with the Shijiazhuang City Government to establish detailed design plans for the implementation of resettlement, actively cooperate with the Hebei Provincial Government and local governments at different levels to implement the RAP.

HZPSPPC will have a specialized department in charge of resettlement and will be responsible for the preparation of the detailed RAP and supervision and management of resettlement activities.

The Jingxing County Resettlement Office (SCRO) will be directly responsible for the implementation of resettlement. HZPSPPC will allot the required funds directly from the Project budget invested by the Hebei Construction Investment Corporation (HCIC) and Hebei Electric Power Corporation (HEP).

The implementation management organization setup for the ZPSPP Reservoir resettlement is shown as following figure7-1.

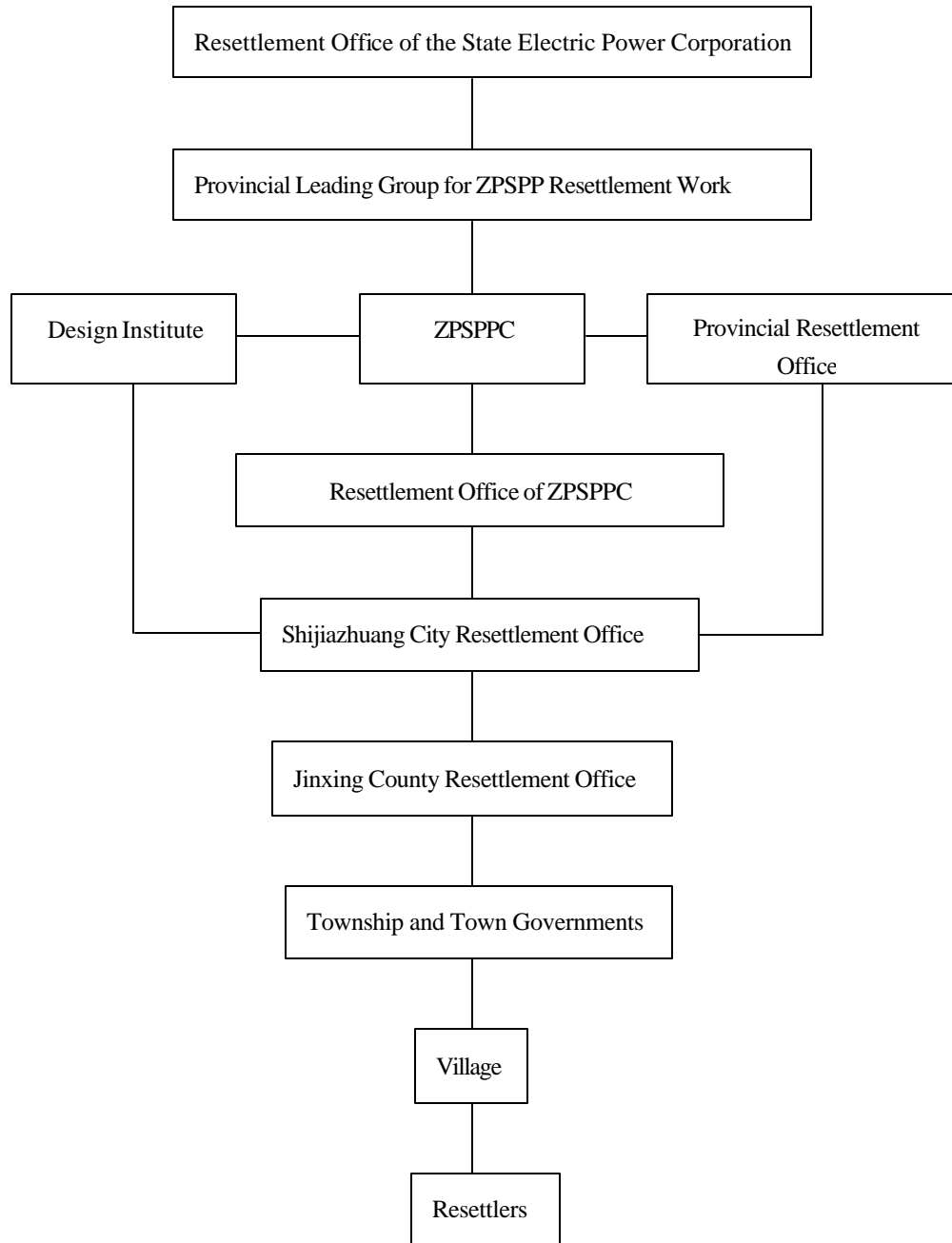


Figure7-1: Institutional Arrangement for the ZPSPP Reservoir Resettlement

7.1.2 Responsibilities of Implementation Management Organization for Resettlement

The State Electric Power Company (SEPC)

The SEPC is funded by the State Council as a solely state-owned enterprise, which is defined by the State Council, and authorized by the State Council as a funding and operation institution for national assets, an economic entity for the operation of power transmission between regions, and a legal enterprise for unifying the management of state power grids. The SEPC has a specialized Resettlement Office to be responsible for full inspection and supervision of resettlement work for the Projects invested by the SEPC.

The Leading Group for Resettlement Work for the ZPSPP (LGRW)

The Hebei Provincial Government has established a Leading Group For Resettlement Work (LGRW) for the ZPSPP in 1998 to take responsibility for the coordination of the practical, day to day management of the City's resettlement work in accordance with the State's relevant policies. The LGRW is under the direct leadership of Hebei Province Vice Governor and will mediate agreements between different parties on critical decisions, such as the approval of the detailed resettlement implementation program, coordination of the project construction with the progress of relocation, and solving day to day problems in implementation of the resettlement work.

A Provincial Leading Group for the ZPSPP resettlement was established in November 1988. Under the direction of the Provincial Government's LGRW, these groups will cooperate with relevant government agencies at their respective levels to provide speedy procedures for decision making and for a timely implementation of the RAP of the ZPSPP.

ZPSPP Project Office

The ZHWPO was established in 1995 and is in charge of the Project construction. A Resettlement Office was set up for the management of the resettlement and overall supervision of the resettlement procedures. More specific duties are as follows:

- Stipulating and carrying out policies specified in the RAP;
- Organizing and coordinating the preparation of the RAP;
- Allocating and supervising the disbursement of funds;
- Managing, coordinating and supervising RAP implementation and progress;
- Supervising internal monitoring, and hiring an external independent monitoring agency;
- Inspecting monitoring reports; and

- Coordinating the implementation and arbitrating conflicts and problems occurred during the implementation process.
- Preparing a report of implementation design and detailed schedule for resettlement to ADB.

Hebei Provincial Resettlement Office (HPRO)

The Hebei Provincial Resettlement Office (HPRO), as an executing department of the Hebei Provincial Government and under direct leadership of the Hebei Provincial Water Conservancy Department (HPWCD), executes resettlement policy and takes responsibility for the implementation of resettlement planning for the Province. The Shijiazhuang City and Jingxing County Resettlement Office (the SCRO and JCRO) are under the HPRO. During resettlement implementation of the ZPSPP, the HPRO will carry out inspections and general supervision on the progress of resettlement.

Shijiazhuang City Resettlement Office (SCRO)

The SCRO is responsible for resettlement work and post-relocation support within the City and has been engaged by the HZPSPPC to:

- Oversee BHIDRI and the JCRO's detailed implementation planning for the RAP;
- Prepare a detail resettlement schedule and annual plan;
- Be responsible for implementation of the resettlement program, stipulating all required management measures for the Reservoir resettlement, and being in charge of the fiscal management and budget preparation in accordance with the implementation plan and estimates;
- Allocate funds to the JCRO and supervise the resettlement progress and use of resettlement funds, including auditing the JCRO;
- Prepare a training plan for resettlers and host villagers and to organize technical training for resettlement staff at all levels;
- Handle public relations both externally and internally, provide feedback grievances of resettlers themselves;
- Manage, coordinate, inspect and supervise the works done by the JCRO and other relevant specialized departments as well as to be responsible for the acceptance of the resettlement.

Jingxing County Resettlement Office (JCRO)

The JCRO was established in June 1993 and is one of the most important management organizations for the resettlement implementation of the ZPSPP. The JCRO is in charge of the allocation and disbursement of the resettlement funds, accounting for 75%. Under the direct leadership of the Jingxing County People's Government, the JCRO will be responsible for implementation and management of the RAP, as follows:

- Collecting opinions from the villages which contribute their land and villagers during planning preparation of resettlement implementation;
- Compiling a detailed planning of implementation and schedule of the Reservoir resettlement;
- Carrying out the update of the inundation index, preparing records for each household, and carrying out the compensation for land acquisition to guarantee resettlers' rights and interests;
- Making land acquisition scheme to the public, as well as the compensation for land requisition and the use of funds;
- Conducting a public information campaign and mobilizing and organizing resettlers for relocation and building the new Resettlement Sites;
- Organizing the township governments to supervise the house construction of the resettlers, development of the irrigation system, land improvement, and the construction of public infrastructure;
- Being responsible for supervising the restoration of the resettlers' production and living standards, and guaranteeing that the production level and living standards of affected persons after resettlement are better-off, at least not worse-off;
- Managing external and internal public relations, especially with regard to the resettlers' interests;
- Providing funds and materials for resettlement and guaranteeing completion of the production development facilities and infrastructure for resettlement timely, within the budget of the reservoir resettlement;
- Participating in addressing women's issues and carrying out social support program under the RAP;
- Organizing training for township resettlement staff, and preparing a training plan and organizing training for resettlers and host villagers.

Beijing Hydroelectric Investigation Design and Research Institute (BHIDRI)

The design for the ZPSPP resettlement planning has been undertaken by the Planning Department of BHIDRI, under SEPC . BHIDRI carried out the design in accordance with resettlement policies, laws and rules, standards and specifications issued by the State as well as the ministerial resettlement offices. It has been in charge of investigating the inundation index for resettlement and for participating in the surveys of socioeconomic conditions in the Reservoir and Resettlement Areas, in collaboration with the Zhanghewan Project Office and the Resettlement Offices at City, County and Town and Township levels for the preparation of the RAP.

7.1.3 Staffing

The Resettlement Office of the ZPSPP has three (3) staff, including one is manager in charge of the resettlement work, with two assistants. Three more engineers from the ZPSPP will participate in the work during the peak period.

SCRO presently has ten staff: a Director in charge of the resettlement work, a Vice-Director, an accountant, an economic manager, one staff for development of animal husbandry and breeding, a staff for forestry and horticulture, a staff for enterprises development and management of resettlers, and one staff for comprehensive planning. All of these staff have many years of experience in resettlement work.

JCRO currently has a full time staff of eleven (11) and plans to increase the number of staff to twenty-six (26) by the implementation period of the RAP. The staff includes the County Vice-Governor, who has been active in resettlement work. He is the JCRO Director. Vice Directors of the JCRO are, inter alia, the Chiefs of the Bureaus of Land Administration, Water Conservancy, Civil Affairs and Audit. One staff is an executive especially in charge of day to day work for the ZPSPP resettlement. There are three (3) engineers and six (6) supporting staff. More people will be engaged by the JCRO when it expands: three (3) accountants, two (2) public affairs specialists, six (6) engineers in the specialties of architecture, water conservancy and environment; and four (4) staff for logistics and office management.

All will be highly qualified and well trained. Three (3) women cadres will be recruited to pay special attention to gender issues. All the above staff will attend resettlement professional training in accordance with the training plan to improve their capability in their special fields and in carrying out the management work.

BHIDRI's Planning Department has a Reservoir Environment Protection Section for the design and planning of reservoir resettlement. It is consisted by one (1) executive engineer for resettlement economy; one (1) executive engineer for environment protection; one (1) professional level senior engineer and one (1) senior engineer; four (4) engineers and four (4) economists (including three women). This team carried out the design and planning of the reservoir resettlement and the implementation of resettlement work for, among others, the Liji Xia Hydropower Station, the Shiquan Hydropower Station, and the Ankang Hydropower Station, Dachaoshan Hydropower Station in Yunnan Province. All of these projects have been successfully completed. Currently the team is collaborating with the local governments to make the design and planning of the reservoir resettlement and the implementation of resettlement work for the Chalong Hydropower Station in Tibet and the Xilongchi Pumped Storage Power Station in Shanxi Province, which are under construction.

BHIDRI has a team of technical personnel with various specialists, such as sociology, economics, irrigation specialist, resettlement specialist, and environment protection specialist, who have a rich experience in resettlement planning. The Institute will collaborate with the local governments to compile the planning of resettlement implementation and the resettlers' relocation plan, cooperate with and support the ROs at the different levels to prepare and implement a training plan for the resettlement staff, and collaborate with the ROs to carry out the training on production technique for resettlers and host villagers.

The several resettlement institutions involved in the preparation and implementation of the RAP have staff in a wide range of specialties, with high qualifications, averaging 65 personnel at each level and totaling 138 personnel. With smooth communications between the lower and high levels, these people will play a critical role in the preparation of the resettlement program and implementation.

The staff of the resettlement institutions involved in preparing and carrying out the RAP is shown in Table 7-1.

Table 7-1 Staff of Resettlement Institutions

Resettlement Institutions	Averaging number of staff (person)	Total of staff (person)	Qualification of staff	Time of Job Started	Remarks
Leading Group for ZPSPP Resettlement	2	5	Governmental officials, 6 of them graduated from university	Jul. 2002	The resettlement management and implementation institutions have relatively good traffic and telecommunication tools. The survey and design and supervision institutions have advanced computers and higher technical level.
Resettlement Office of ZPSPP	3	6	Technical and economic managerial personnel, 6 of them graduated from university	Feb. 195	
Hebei Provincial Resettlement Office	1	2	Technical personnel, 4 of them graduated from university	1998	
Shijiazhuang City Resettlement Office	3	9	Government functionary, economic managerial personnel, 6 of them graduated from university	Jan. 1998	
Jingxing County Resettlement Office	11	26	Government functionary, 8 of them graduated from university	Dec. 1992	
Township Government	8	14	Government functionary and cadres	Jul. 2002	
Village Committee	30	60	Cadres and villagers	Jul. 2002	
Beijing Hydropower Investigation, Design & Research Institute	2	4	Technical personnel, 4 of them graduated from university	Nov. 1996	
Total	65	138			

7.1.4 Measures for Strengthening the Capacity of the Resettlement Institutions

The ZPSPP Project Office has been guaranteed funds and advanced management equipments. A management information system for land acquisition and resettlement will be established to carry out data management and information feedback in order to ensure smooth exchange of information between top and bottom levels. The reporting system and internal monitoring will be strengthened and any problems found will be solved in a timely manner. Independent monitoring and evaluation will be strengthened by hiring a qualified agency.

The staff of the resettlement institutions at different levels has a high capability and is well trained. In order to further improve their special qualification and their ability to carry out the resettlement work, they will receive professional training, including the policy and guiding principles of the Asian Development Bank, as well as those of the PRC.

In order to implement and complete the resettlement work of ZPSPP successfully, professional training for managerial personnel will be as follows:

Goals and Content and Training:

- The following objectives will be achieved for the resettlement staff:
 - A high consciousness of professional responsibilities. The staff should love their jobs. They will not only understand the significance of the resettlement work but will also be capable of carrying out the resettlement work;
 - The staff will gain basic theory and method for carrying out a professional resettlement implementation and gradually improve their skills and experience through hands on practice and be able to work independently;
 - The staff will be able to work in a complicated working environment and with the ability to solve and overcome; and be able to prepare resettlement training

In order to establish a system of staff training and human resource development for the resettlement institutions at the different levels, the ROs will ascertain the responsibilities and tasks of resettlement training for staff, including all staff.

The training methods will be as follows:

- Provide lectures by the leaders or experts from the resettlement institutions;
- Provide training or lectures on resettlement;
- Organize resettlement staff to study in training center ;
- Conduct field visits to Reservoir and Resettlement Areas and Construction Site for other hydro projects;
- On-the-job training at the ZPSPP Reservoir and Resettlement Areas.

The training content will cover:

- Guiding principles, policies and principles of the Asian Development Bank and the

- PRC for managerial and technical personnel;
- Content, theory and practice of resettlement planning;
- Resettlement management (management information system, investment management and contract management, etc.);
- Project implementation and supervision and monitoring management;
- Resettlement fund management and accounting;
- Socioeconomic issues;
- Experience and lessons learned from the resettlement implementation of other reservoirs;
- Social adjustment issues;
- Training for women staff;
- Theory and method of social investigation for management and planning staff;
- Training for accountants;
- Laws of financial contract and management of contract

The training program is shown in Table 7-2

- Training fund

The cost of training is RMB349,400 yuan in total.

Table 7-2: The Preliminary ZPSPP Resettlement Training Plan

Contents of Training	Training Methods	Trainee	Training Time	Remarks
The State's Guiding Principles, Policies and Principles for Resettlement	Lecture Given by Expert From Provincial Resettlement Office	Staff of Provincial, City and County Resettlement Offices, Staff of Township and Village Resettlement Agents	Once a Year, continuously for 3 Years after Relocation	at stage and in turn
Theory and Practice, Experience and Management of Resettlement	Advanced Study	One Staff from County Resettlement Office	Once before implementation of resettlement	Graduate Course
	Expert's Lecture	Staff from Resettlement Offices at Different Levels	Once before implementation of resettlement	
Management of Resettlement Fund Management of Investment and Contract	Training Class	High-Level Staff concerned from Resettlement Offices at Different Levels	1st Year before resettlement	
Training for Accountants Management of Resettlement Funds, Business Accountant and Law of Economic Contract	Training Class	Accountant in Village and Economist from Resettlement Offices at different levels	1st Year before resettlement	

Training Contents	Training Methods	Trainee	Training Time	Remarks
Social Services, Social Psychology and Treatment of Socio-economic Problems	Lecture of Experts Learning Visit	High-Level Staff from ROs Office Staff at Different Levels	Once before resettlement Implementation	Visit Xiaolangdi Power Station
Contents, Theory, Practical Experience, State's Guiding Lines, Principles for Resettlement, and Management of Resettlement	Training Class Discussion and Visit	Fresh Staff of Resettlement Offices	Three Months	
Socioeconomic Issues and Gender Issues In Resettlement	Lecture of Experts Seminar Held by Provincial Resettlement Office Training Class	Staff of Resettlement Offices at different levels Women Staff from County Resettlement Office Women Staff from County, Township and Village, Resettlement Areas	1st Year from Implementation of Resettlement	
Contents, Experience of Resettlement with Development and Management of Resettlement	Expert's Lecture	High-Level Staff from ROs at Different Levels	3 Times, Once a Year	At Stage and in Turn
Project Implementation and Monitoring Management Monitoring and Evaluation	Training Class, Tour Study and Investigation Experts' Lecture	Ditto	2 Times, Once a Year	At Stage and in Turn

Implementation of Development
Resettlement, Experience and
Lessons Learned

Tour Study

Resettlement Offices

Linshou County

7.2 Rural electrification

As the executive agency, Hebei Electricity Power Company will take overall responsibility for the implementation of the project, and entrust every affected County Electricity Power Bureaus to implement the land acquisition in their respective area according to the target and subject of the rural electrification plan(1999~2005) at stage.

The detailed step of implementing rural electrification is, per county electricity bureau must begin in 2002 and finish it in 2005 in principle.

The institutional arrangement for the rural electrification is presented in the following figure.

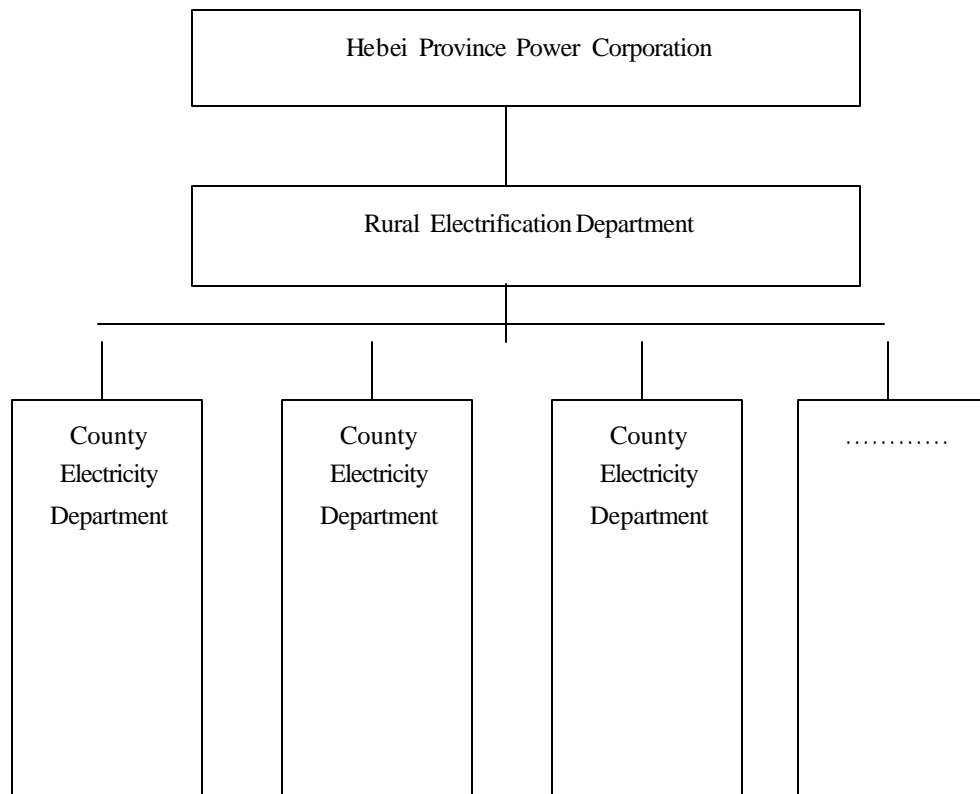


Figure 7-2 Institutional Arrangement for the rural electrification

7.3 Closure of small thermal power plants

Hebei Electricity Power Company will be responsible for the dismantlement of small old coal-fired units from 2002~2005. The “Human Resources Department” of HEPC will be responsible for the redeployment of affected workers and arrangement of training. Every to-be closed plant will set up an education department which is mainly responsible for the

redeployment and training of the workers.

The institutional arrangement is provided in the following figure:

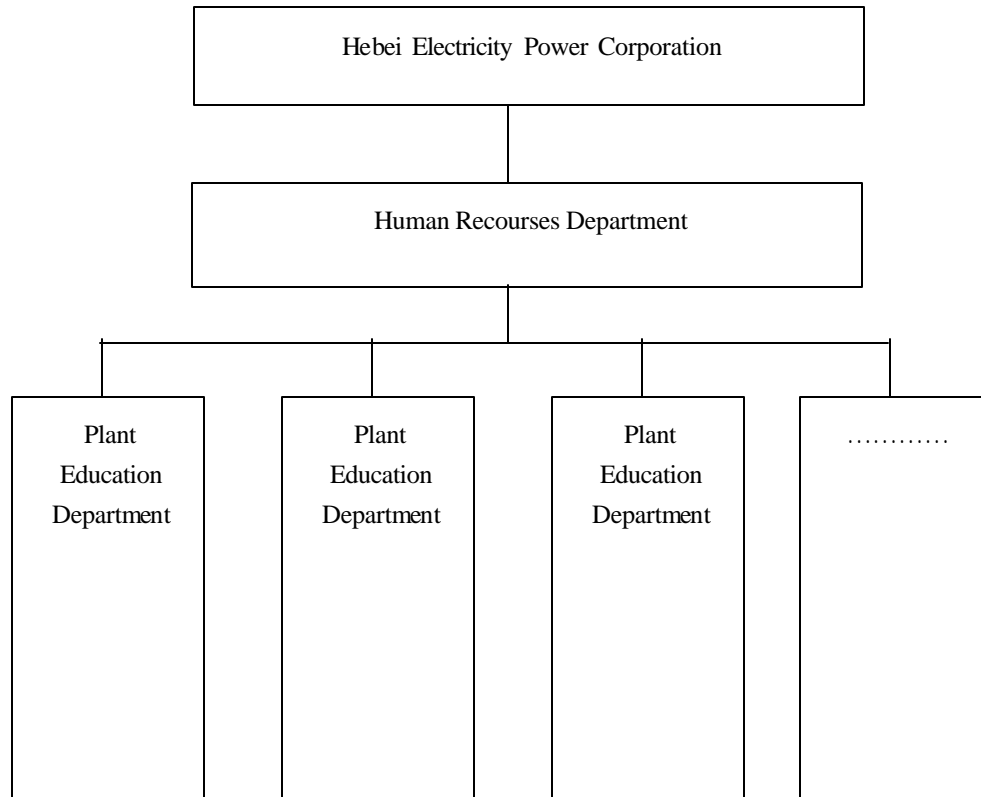


Figure 7-3 Institutional Arrangement for the Redeployment of Affected Workers

7.4 Independent Monitoring Agency

Except internal monitoring and evaluation by the respective implementing agency for land acquisition and resettlement or redeployment, an independent monitoring agency (IMA) will engage an independent monitoring agency (IMA) through competitive tenders to undertake resettlement supervision, monitoring and evaluation for the land acquisition and resettlement Project and redeployment. IMA will carry out observation of the resettlement program and implementation and submit an independent monitoring and appraisal report of the RAP implementation to the ZPSPP Project Office and to the Asian Development Bank. The responsibilities of the agency are indicated in detail in Chapter 10, Independent Monitoring and Evaluation.