Good Practice Handbook:
Land Acquisition and Resettlement

Preliminary Draft for Review and Consultation

March 2019
The content of this work is a draft shared to the public for comments and open consultation. The material is not a final publication and the findings, interpretations, and conclusions expressed herein do not reflect the views of the Executive Directors of the International Finance Corporation (IFC) or of the World Bank or the governments they represent. The document should be taken only as an opportunity for providing comments, and should not be taken, as legal or business advice, an opinion regarding the appropriateness of any investment, or a solicitation of any type. IFC does not guarantee the accuracy, reliability or completeness of the content included in this work, or for the conclusions or judgments described herein, and accepts no responsibility or liability for any omissions or errors (including, without limitation, typographical errors and technical errors) in the content whatsoever or for reliance thereon. Copying and/or transmitting portions or all of this work without permission may be a violation of applicable law.
# Table of Contents

**Acronyms** ................................................................................................................................................................. 7

**Introduction** ............................................................................................................................................................ 8

**MODULE 1: SCOPING AND RISK ASSESSMENT OF LAND ACQUISITION IMPACTS** ................. 12

I. An Overview of Scoping and Risk Assessment .......................................................................................... 12

II. Key Objectives of Scoping and Risk Assessment ...................................................................................... 12

III. Scoping and Risk Assessment Requirements ............................................................................................. 14

IV. Key Steps in Scoping Impacts and Assessing Risks ................................................................................. 15

V. Conclusion: Do’s and Don’ts .............................................................................................................................. 32

**MODULE 2: PLANNING LAND ACQUISITION AND RESETTLEMENT** .................................................. 34

I. Key Objectives of the Planning Process ........................................................................................................ 34

II. Key Tasks of the Planning Process ................................................................................................................. 34

III. Task 1: Make Preliminary Contacts, Establish a Committee and Grievance Mechanism ................. 35

IV. Task 2: Cut-Off Date and Precensus Survey ................................................................................................ 37

V. Task 3: Baseline Surveys .................................................................................................................................... 44

VI. Task 4: Developing Compensation Entitlements and Negotiating Compensation Packages ............... 44

VII. Task 5: Selecting and Planning Resettlement Sites and Housing ...................................................... 56

VIII. Task 6: Preparing RAP/LRP Documentation ............................................................................................. 65

IX. Documentation and Disclosure ........................................................................................................................ 71

X. Conclusion: Do’s and Don’ts .............................................................................................................................. 73

**MODULE 3: STAKEHOLDER ENGAGEMENT** ............................................................................................... 74

I. Purpose, Principles, and Objectives of Stakeholder Engagement ..................................................... 74

II. Stakeholder Identification, Analysis, and Mapping ................................................................................ 76

III. Engagement Methods and Tools ..................................................................................................................... 77

IV. Key Stakeholder Engagement Activities in the Land-Acquisition and Resettlement Process ............... 87

V. Engaging with Specific Stakeholder Groups ............................................................................................. 94

VI. Stakeholder Engagement Records ............................................................................................................. 105

VII. Strategic Communications and Disclosure ............................................................................................ 106

VIII. What is the Role and Importance of the Grievance Mechanism? .................................................... 109

IX. Content of a Resettlement Stakeholder Engagement Plan ................................................................ 112

X. Conclusion: Do’s and Don’ts ........................................................................................................................... 113
MODULE 4: BASELINE DATA COLLECTION

I. Baseline Data Collection Overview

II. The Importance of Baseline Data Collection

III. How To Collect Baseline Data

IV. The Census

V. The Land and Assets Survey

VI. Socioeconomic Surveys

VII. Livelihood Baseline Surveys

VIII. Common Property and Natural Resource Use

IX. Cultural Heritage

X. Indigenous Groups

XI. GIS and Data Management

XII. Tools Needed for Data Acquisition: Remote Sensing, Aerial Photography, and Unmanned Aerial Vehicles (UAVs)

XIII. Protecting the Privacy and Confidentiality of Resettlement Data

MODULE 5: LIVELIHOOD RESTORATION AND IMPROVEMENT

I. The Importance of Livelihood Restoration and Improvement

II. Key Principles of Livelihood Restoration and Improvement

III. Steps to Undertake Livelihood Restoration

IV. Addressing Land-Based Livelihoods

V. Effective Non-Land-Based Livelihood Improvement Strategies

VI. Urban Livelihoods Considerations

VII. Transitional Support

VIII. Other Avenues for Livelihood Restoration and Improvement

IX. Planning an Exit Strategy

X. Gender Considerations

XI. Implementing Livelihood Restoration and Improvement

XII. Conclusion: Do’s and Don’ts

MODULE 6: IMPLEMENTATION

I. Objectives and Tasks of the Implementation Phase

II. Challenges and Success Factors of the Implementation Phase

III. Task 1: Defining Compensation and Resettlement Entitlements and Obtaining Sign-Off

IV. Task 2A (Physical Displacement): Preparing Resettlement Sites and Building Replacement Housing

V. Task 2B (Physical Displacement): Organizing Moves
<table>
<thead>
<tr>
<th>Module</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>VI.</strong></td>
<td>Task 2C (Physical Displacement): Salvage and Demolition</td>
</tr>
<tr>
<td><strong>VII.</strong></td>
<td>Task 2D (Physical Displacement): Handover of Resettlement Sites and/or Apartment Buildings</td>
</tr>
<tr>
<td><strong>VIII.</strong></td>
<td>Task 2E (Economic Displacement): Delivering Compensation Entitlements</td>
</tr>
<tr>
<td><strong>IX.</strong></td>
<td>Other Important Elements of the Implementation Stage</td>
</tr>
<tr>
<td><strong>X.</strong></td>
<td>The Implementation Team</td>
</tr>
<tr>
<td><strong>XI.</strong></td>
<td>Typical Unit Costs</td>
</tr>
<tr>
<td><strong>XII.</strong></td>
<td>Timeframes for Completing Resettlement</td>
</tr>
<tr>
<td><strong>XIII.</strong></td>
<td>Management of Change</td>
</tr>
<tr>
<td><strong>XIV.</strong></td>
<td>Conclusion: Do’s and Don’ts</td>
</tr>
</tbody>
</table>

**MODULE 7: MONITORING AND EVALUATION**

<table>
<thead>
<tr>
<th>Section</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.</td>
<td>Monitoring and Evaluation (M&amp;E) Overview</td>
</tr>
<tr>
<td>II.</td>
<td>Why to Undertake M&amp;E</td>
</tr>
<tr>
<td>III.</td>
<td>Conducting M&amp;E</td>
</tr>
<tr>
<td>IV.</td>
<td>Reporting and Disclosing M&amp;E Findings</td>
</tr>
<tr>
<td>V.</td>
<td>How to Monitor and Evaluate Smaller Projects</td>
</tr>
<tr>
<td>VI.</td>
<td>Special M&amp;E Considerations in Government-Led Resettlement</td>
</tr>
<tr>
<td>VII.</td>
<td>Conclusion: Do’s and Don’ts</td>
</tr>
</tbody>
</table>

**MODULE 8: SPECIFIC CIRCUMSTANCES**

<table>
<thead>
<tr>
<th>Section</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.</td>
<td>Postconflict Situations</td>
</tr>
<tr>
<td>II.</td>
<td>Government-Led Land Acquisition</td>
</tr>
<tr>
<td>III.</td>
<td>Public-Private Partnership (PPP) Projects</td>
</tr>
<tr>
<td>IV.</td>
<td>Legacy Issues</td>
</tr>
</tbody>
</table>

**MODULE 9: SECTORAL GUIDANCE**

<table>
<thead>
<tr>
<th>Section</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.</td>
<td>Hydropower</td>
</tr>
<tr>
<td>II.</td>
<td>Renewable Energy</td>
</tr>
<tr>
<td>III.</td>
<td>Mining</td>
</tr>
<tr>
<td>IV.</td>
<td>Oil and Gas (Onshore)</td>
</tr>
<tr>
<td>V.</td>
<td>Oil and Gas (Offshore), Including Liquefied Natural Gas Terminals and Other Marine Operations</td>
</tr>
<tr>
<td>VI.</td>
<td>Linear Public Infrastructure</td>
</tr>
<tr>
<td>VII.</td>
<td>Marine Ports</td>
</tr>
</tbody>
</table>

**Glossary**

**Resources**
Appendix A. Scoping Stage Checklist ........................................................................................................280
Appendix B. Example of a Census Form ..................................................................................................296
Appendix C. Example of a Land and Asset Survey Form .....................................................................298
Appendix D. Example of a Simplified Livelihood Questionnaire ..........................................................302
Appendix E. Example of an Asset Sheet ..................................................................................................304
Appendix F. Example of a Compensation Agreement ............................................................................305
Appendix G. Structure of a RAP/LRP .....................................................................................................307
Appendix H. Scoping and RAP Consultants: Template for Terms of Reference ..................................311
Appendix I. Resettlement Compliance Reviews: Template for Terms of Reference ..........................315
Appendix J. Resettlement Completion Audit: Template for Terms of Reference ..................................319
ACRONYMS

AFD  Agence Française de Développement  
AIA  Armenia International Airport  
BTC  Baku-Tbilisi-Ceyhan  
CBO  community-based organization  
DEG  Deutsche Investitions- und Entwicklungsgesellschaft  
E&S  environmental and social  
ESAP  Environmental and Social Action Plan  
ESIA  Environmental and Social Impact Assessment  
ESMP  Environmental and Social Management Plan  
ESMS  Environmental and Social Management System  
FAO  Food and Agriculture Organization  
FPIC  free, prior, and informed consent  
GIS  geographic information system  
GLAC  Guide to Land Acquisition and Compensation  
GM  grievance mechanism  
GPS  global positioning system  
HPP  hydropower project  
IDP  internally displaced person  
IFI  International Finance Corporation  
IFC  International Finance Institution  
KPI  key performance indicator  
LRF  Livelihood Restoration Framework  
LRP  Livelihood Restoration Plan  
M&E  monitoring and evaluation  
MoU  memorandum of understanding  
NGGL  Newmont Ghana Gold Limited  
NGO  nongovernmental organization  
NTFP  nontimber forest products  
PA  participatory appraisal  
PAP  project-affected person  
PPP  public-private partnership  
PS  Performance Standard  
RAP  Resettlement Action Plan  
RSEP  Resettlement Stakeholder Engagement Plan  
SE  stakeholder engagement  
SEP  Stakeholder Engagement Plan  
SMEs  small and medium enterprises  
TOR  terms of reference  
UAV  unmanned aerial vehicle  
UXO  unexploded ordnance
INTRODUCTION

1. Resettlement is one of the most exacting project management challenges. It involves carrying out "hard tasks" (for example, preparing replacement land, selecting sites, developing livelihood restoration programs, construction of housing and infrastructure) in combination with “soft tasks” (for example, consultation, consensus building, community mobilization) that are inter-dependent, have to be delivered in sequence and often within precise timeframes. Individuals, groups or communities must be supported to make decisions and reach consensus on matters that will affect their standard of living, livelihoods and potential to realize their aspirations for possibly a generation. At the same time, host communities and governments need to be assisted to assume their roles in the sustainable management and administration of those displaced.

2. This Resettlement Good Practice Handbook is a practical guide for those involved in scoping, planning, implementing or monitoring programs that require physical or economic displacement. It is primarily aimed at project managers, planners, land teams, resettlement practitioners and livelihood program partners responsible for delivering project land access and resettlement. The handbook is also helpful for government officers, lender safeguards specialists and consultants undertaking social due diligence or monitoring. Consistent with IFC’s mandate, the target audience of this Resettlement Handbook is private sector developers but much of the content is equally applicable to resettlement by the public sector.

What will you find in this Handbook?

3. The handbook provides a framework and methodology for planning, baseline data collection, implementation, monitoring and evaluation of the entire resettlement and livelihood restoration process. The handbook is organized into:

   (i) Modules that correspond to the phases of planning and implementing a resettlement program. Each module outlines the process and provides tools, techniques and good practice examples that will help a resettlement practitioner to design and implement a resettlement program consistent with the needs of project-affected population and international good practice (Performance Standard 5 on Land Acquisition and Involuntary Resettlement). The modules are as follows:

<table>
<thead>
<tr>
<th>Module</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Scoping and Risk Assessment of Land Acquisition Impacts</td>
</tr>
<tr>
<td>2</td>
<td>Planning Land Acquisition and Resettlement</td>
</tr>
<tr>
<td>3</td>
<td>Stakeholder Engagement</td>
</tr>
<tr>
<td>4</td>
<td>Baseline Data Collection</td>
</tr>
<tr>
<td>5</td>
<td>Livelihood Restoration and Improvement</td>
</tr>
<tr>
<td>6</td>
<td>Implementation</td>
</tr>
<tr>
<td>7</td>
<td>Monitoring and Evaluation</td>
</tr>
<tr>
<td>8</td>
<td>Specific Circumstances</td>
</tr>
<tr>
<td>9</td>
<td>Sectoral Guidance</td>
</tr>
</tbody>
</table>
Draft Good Practice Handbook: Land Acquisition and Resettlement—Introduction

(ii) A section on "Specific Circumstances" that provides land acquisition guidance in instances related to post-conflict situations, government-led land acquisition and public/private partnership projects;

(iii) A section on “Sectoral Guidance” focusing on sector specific aspects of land acquisition as it relates to different types of projects including hydropower, linear infrastructure, renewables among others; and,

(iv) Appendices that contain forms and examples for a census, land and assets survey, livelihood questionnaire, compensation agreement, table of contents for a Resettlement Action Plan (RAP)/Livelihood Restoration Plan (LRP), terms of reference for consultants among others.

4. While the Resettlement Handbook covers cross-cutting subjects such as stakeholder engagement, baseline data collection, vulnerable people, and monitoring, these are only addressed insofar as they are applicable in a resettlement context. For more general guidance on these subjects, reference should be made to other IFC good practice handbooks available at IFC’s website.

Planning Commensurate with Resettlement Scope

5. In some instances, the content and activities presented in this Resettlement Handbook may seem overwhelming and overly elaborate for a small and straightforward resettlement project, one that involves only minor economic displacement. Each resettlement project is different and has its own nuances and complexities. It is important that the project sponsor engage an experienced resettlement specialist to define the tasks, activities and documents appropriate to the scale and complexity of displacement that a specific project will entail. A RAP can be as short as 4–5 pages for displacement affecting 2 or 3 households, or 150 pages or longer for displacement that involves many households, complex livelihoods and vulnerable or Indigenous Peoples.

6. This Resettlement Handbook presents the full suite of tasks and activities necessary for large and complex resettlement projects, but this does not imply that all these must be applied to smaller resettlement programs. Indeed, “keep it simple” remains a critical success factor for any resettlement.

Resettlement Avoidance and Minimization

7. A key focus of keeping resettlement simple is avoidance of displacement, and where avoidance is not feasible, minimization. Upfront investment in exploring alternatives, site selection and site planning to avoid displacing people can result in substantial benefits in terms of cost, schedule and reduced exposure to nontechnical and reputational risk. Often, avoidance of physical displacement can bring forward land access for a project by 2–3 years.

Cross-Cutting Issues

8. Each of the modules covers the following cross-cutting issues:

- Gender and gender-differentiated displacement impacts
- Vulnerable and marginalized groups
- Indigenous Peoples

9. These groups are considered from the perspective of how they might be disadvantaged within the context of a resettlement program and in terms of the pro-active measures that will need to be put in place to ensure they are adequately consulted, able to fully participate in decisions affecting their future and access benefits and livelihood opportunities.
10. A significant development since the last Resettlement Handbook was published nearly 20 years ago is the requirement to achieve free, prior, and informed consent (FPIC) in cases where a project impinges on the customary land or access to cultural or natural resources used by Indigenous Peoples.

11. In addition to the modules, the Resettlement Handbook looks at some specific circumstances that can affect delivery of private sector resettlement programs:
   - Postconflict situations
   - Government-led resettlement
   - Public-private partnership (PPP) projects

12. Private sector investment and the economic stimulus it provides is increasingly being considered as an important peace-building activity. Conducting resettlement in post conflict contexts, where many families may have been displaced from their original land and dwellings, where records and traces of land and property ownership may have been destroyed, or where property may have been forcibly occupied by newcomers, requires careful due diligence and attention to engagement and reconciliation.

**Emerging Challenges**

13. This new Resettlement Handbook is likely to be referred to for a decade or more. In the coming decade, there are several trends that are likely to significantly impinge on private sector resettlement practice, for better and for worse. These will include:
   - Continuing growth in development-induced displacement to meet developing and middle-income country infrastructure needs, concurrent with an increasing scarcity of land in many countries with rapidly growing populations.
   - Continuing growth in the number of industrial parks, free trade zones and the like in which resettlement activities are undertaken en masse by government agencies on behalf of multiple future private tenants/firms, complicating subsequent attempts to assign firm-level responsibility for residual issues.
   - Continuing international civil society pressure to forego the use of eminent domain in favor of negotiated settlement and agreement-based approaches to relinquishment of land and resources.
   - Operationalizing of the "UN Guiding Principles on Business and Human Rights" and increasing scrutiny of private sector resettlement programs through a Human Rights lens.
   - Continuing emergence of new undergraduate and post-graduate resettlement teaching and research programs to address the current shortage of qualified resettlement practitioners.
   - Mainstreaming of new technologies (for example, UAV platforms and remote sensing systems) that greatly facilitate resettlement related baseline surveys, land and asset inventories and other tasks such as replacement site selection, livelihood restoration planning and monitoring.
   - An increasing intersection of conflict-induced resettlement, climate change-induced resettlement, natural disaster-induced resettlement, conservation-related resettlement, and development induced resettlement.

14. So far as possible, these trends have been anticipated in the development of this Resettlement Handbook.
Critical Success Factors for Resettlement

15. Some key considerations for the start-up of a successful resettlement program include the following:

- Allow sufficient time for resettlement planning and consultations—ideally, start about 3 years before access to construction land is required in the case of projects involving significant physical displacement
- Engage experienced resettlement practitioners early—if possible during site selection and certainly before resettlement scoping
- Provide internal training on resettlement standards and approach within the project organization—start with the executive management team and work down
- Establish a working relationship with local government and other government agencies with resettlement-related responsibilities—for larger projects, consider establishing steering and working groups
- Allocate sufficient budget—resettlement, including land acquisition, is costly
- Invest in avoidance and minimization of physical and economic displacement at all stages of project design, starting with site selection
- Consider livelihood restoration and enhancement as a key driver for resettlement site selection where physical displacement is unavoidable
- Start stakeholder engagement early—keep stakeholders regularly informed and updated
- Ensure that vulnerability and gender aspects are mainstreamed in every step of the resettlement planning and implementation process
- Establish and publicize a grievance mechanism (GM) to coincide with the start of site activities
- Benchmark resettlement good practices
- Make use of experienced independent oversight or advisors to regularly review and challenge your resettlement program
MODULE 1: SCOPING AND RISK ASSESSMENT OF LAND ACQUISITION IMPACTS

I. AN OVERVIEW OF SCOPING AND RISK ASSESSMENT

Scoping and risk assessment are processes undertaken, preferably, at an early stage of project planning to make a preliminary identification of key environmental and social (E&S) impacts and risks associated with land acquisition and physical and/or economic displacement.

1. Scoping and risk assessment provide project proponents, resettlement planners, responsible government authorities, and affected communities with an initial understanding of the following:
   - Likely impacts and risks associated with the proposed land acquisition
   - Currently available information and data
   - Surveys and assessments to address gaps in information
   - A sense of the communities and people living in the project footprint, their location, and their livelihood patterns (for example, land-based, wage-based, or enterprise-based livelihoods)
   - The likely magnitude of physical and/or economic displacement
   - A preliminary cost estimate of likely compensation measures for resettlement and livelihood restoration
   - The approximate extent of land acquisition, resettlement, and livelihood-restoration planning resources and inputs

II. KEY OBJECTIVES OF SCOPING AND RISK ASSESSMENT

2. The scoping and assessment provide a basis for developing a strategic approach to the detailed land acquisition and resettlement planning process. They result in the following:
   - Policies, principles, and methodology
   - Guidance for avoidance and minimization of displacement impacts
   - Tailoring of resources and inputs for the effort
   - Proposed phasing of stakeholder engagement (SE), baseline data collection, land acquisition planning, and implementation to dovetail with overall requirements for project implementation

A. The Risks of Poor Scoping

3. During the prefeasibility phase of a project, there is a range of issues to address in a constrained time-frame, and resettlement scoping is often overlooked. This commonly results in an underestimation or very inaccurate assessment of potential impacts, risks, and costs related to resettlement (see boxes 1.1 and 1.2).
Box 1.1. What Is Often Missed at the Scoping Stage

| Number of affected person and/or households |
| Availability of resettlement sites and replacement land |
| Time required for stakeholder engagement |
| Extent of legal processes and time needed to finalize land transactions |
| Team composition and skills required for resettlement planning and implementation |
| Time required to prepare, finalize, and obtain agreement on the Resettlement Action Plan (RAP) and, further, to fully implement the RAP |
| Budget required for resettlement planning and implementation |

4. The World Bank Inspection Panel found that the majority of projects underestimated the risks of land acquisition and resettlement and concluded that accurate scoping of impacts and risks is the foundation of successful resettlement programs.

5. Box 1.2 provides an example of how easy it is to miss a livelihood activity when scoping is undertaken during only one season.

Box 1.2. Unforeseen Livelihood Activity: Scoping Lesson from the Sadiola Gold Mine Project, Mali

The initial scoping and preliminary E&S impact assessment of the Sadiola Gold Mine, which is located in the Sahel region of landlocked Mali, were undertaken in the middle of the six-month dry season. There was no surface water in the area at the time, and the nearest perennial river (the Senegal River) is 70 kilometers from the project. Stakeholder focus groups and household livelihood and food security questionnaires failed to identify the significance of fish consumption among the local population.

The researchers subsequently returned to the project site in the middle of the wet season to find that the previously dry tributaries of the Senegal River at the project site were flowing intermittently and contained significant fish populations (which had migrated upstream from the Senegal River) that were being harvested by local Bambara/Malinke households and migrant Bozo fisherpeople. The fishing season was short, but it provided important supplemental food supplies for local households.

The lesson learned was that initial scoping assessments must not only focus on local socioeconomic circumstances at the time of the survey, but should probe livelihood activities throughout the year, especially, when there are very marked seasonal differences.

B. The Key Objectives of Scoping

6. A thorough scoping and risk assessment process will largely determine the focus, quality, and utility of the eventual Resettlement Action Plan (RAP), Livelihood Restoration Plan (LRP), implementation process, and the successful initiation of the project. The key advantages of scoping are described in Box 1.3.
7. The key objectives of scoping are the following:

- Clearly define the extent of the project area of influence and land requirements
- Get a first sense of communities and people living in the project footprint and their livelihoods
- Identify, screen, and prioritize at an early stage the range, types, magnitude, and complexity of likely environmental, social, and economic issues, impacts, and risks resulting from land acquisition and physical and/or economic displacement, including any “no go” issues
- Assess land acquisition alternatives and work with project designers, engineers, and the affected community early to avoid or minimize physical or economic displacement
- Develop a land acquisition strategy and work plan, including the design of consultation with affected communities and households, local authorities, and other directly affected stakeholders; and
- Tailor baseline data collection, surveys, and assessments to enable an efficient resettlement planning and implementation process

Box 1.3. Advantages of Initial Scoping

The scoping exercise provides the basis for establishing a land acquisition and compensation strategy. It sets the parameters for the detailed assessment and resettlement planning process and enables impacts and risks to be identified early and avoided or minimized.

It avoids expenditure of effort and resources on gathering unnecessary data and at the same time it starts fostering rapport with affected communities, which is a prerequisite for further genuine stakeholder engagement.

Finally, it focuses attention on and prioritizes key land acquisition and livelihood-restoration planning and implementation activities to be undertaken.

III. SCOPING AND RISK ASSESSMENT REQUIREMENTS

A. International Finance Corporation (IFC) Requirements

8. The IFC Environmental and Social Performance Standards1 (PSs) provide the basis for undertaking an initial scoping and risk assessment and subsequent more detailed assessments. The PSs define IFC clients’ responsibilities for managing E&S risks associated with projects. They are a global benchmark for companies and investors for E&S risk management in the private sector and are used by many development finance institutions, export credit agencies among others. PS1 (paragraphs 7–11) spells out key requirements of this process, particularly with regard to land acquisition. They are summarized in box 1.4.

---

Box 1.4. Key Requirements of IFC PS1

Establish and maintain an E&S risk-identification process.
Scope and level of detail and effort to be guided by the type, scale and location of the project, and good international industry practice.
Establish an E&S due diligence process to fully identify risks and impacts in the future if the project to be developed has yet to be fully defined (including the extent of land acquisition and displacement).
Identify risks and impacts in the context of the project’s “area of influence,” which encompasses the following:

**Project activities and facilities**: including those directly owned, operated, or managed (including by contractors); impacts from unplanned but predictable later project developments and indirect project impacts on biodiversity or ecosystem services on which affected communities’ livelihoods are dependent

**Associated facilities**: not funded as part of the project but which would not have been constructed if the project did not exist and without which the project would not be viable

**Cumulative impacts**: resulting from incremental impacts on areas or resources used or directly impacted by the project or from other existing, planned, or reasonably defined developments at the time of the E&S risks and impacts identification process

Take into account applicable plans, studies, or assessments prepared by relevant government authorities and other parties (for example, infrastructure, economic and social development plans; rural, country, and regional plans; cumulative and strategic E&S impact assessments.

Identify individuals and groups who may be disproportionately affected by project impacts and risks because of their disadvantaged or vulnerable status.


B. Scoping Issues

9. **Appendix A, “Scoping Stage Checklist”** lists key scoping considerations and provides a detailed checklist of questions to address in the scoping and assessment of land acquisition impacts.

IV. **KEY STEPS IN SCOPING IMPACTS AND ASSESSING RISKS**

A. Establishing a Scoping Team

10. It is important to appoint scoping experts who have solid experience in (i) land law and acquisition, resettlement planning and implementation, (ii) local land use and tenure systems (statutory and customary, as applicable), (iii) relevant project experience, and (iv) familiarity with international standards.

11. Strong scoping teams commonly consist of a senior experienced international specialist(s) and a local specialist(s) with a sound knowledge of project area circumstances. This combination of expertise helps to ensure that all key issues are addressed and encourages local capacity building.
and participation. The scoping team may need to be supplemented by additional specialists in different fields of expertise, depending on the complexity of the land acquisition and resettlement.

B. Establishing a Land Acquisition and Resettlement Policy and Objectives

12. If the project does not yet have a formal policy, the following should be undertaken:

- Prepare a draft for discussion and feedback and seek management a commitment to meet PS5.
- Meet with project management, planners, designers, engineers, and E&S specialists to discuss key land acquisition and resettlement policy aspects and objectives.
- Finalize and obtain approval and sign-off by project management.
- Obtain agreement from project management on specific scoping objectives (refer to section II.B, “The Key Objectives of Scoping” of this module).

C. Understanding the Role of the Government

13. In many jurisdictions, it is the government’s responsibility to plan and implement land acquisition and resettlement even for private-sector projects. Even where land acquisition and resettlement are implemented by a private project sponsor, the government will almost always play an important role for a number of reasons:

- Land acquisition and resettlement are sensitive activities that governments are attentive to, particularly with regard to setting precedents.
- Planning of resettlement involves spatial planning decisions that fall within the remit of government at national, regional, and/or local levels.
- Local authorities (whether appointed or elected) will want to play a role in SE around the land acquisition and resettlement issues.
- Compulsory acquisition procedures will involve the government.

14. A key activity at the scoping stage is to understand the role that the government has to play (activities that are mandated by legislation), is willing to play (particularly where SE is concerned), and can play (capacity to implement activities that fall under its responsibility). For example, it is important to understand at the scoping stage what role the government will play in establishing and enforcing the cut-off date (see module 2.IV., “Task 2: Cut-Off Date and Precensus Survey” for details on the cut-off date), how the project private sponsor and the government can collaborate during the expropriation process, whether the government require any specific formats for the asset surveys, what validation steps (expropriation commission or similar) are required to validate asset surveys, and so forth.

D. Coordinating with the Environmental and Social Impact Assessment (ESIA) Team

15. Coordination and harmonization of activities with the ESIA team with respect to SE, data collection, impact, and risk assessment is necessary. Note that project ESIAs address larger areas and wider issues than just land acquisition and resettlement, often tend to be more wide ranging than the acquisition and resettlement assessment in terms of information gathered, and commonly do not contain the level of detail required for planning resettlement of affected communities. The
ESIA and resettlement teams have different tasks, require different skill sets, and should be separate, but coordination is important to ensure efficient use of resources and avoid duplication of surveys and consultation, which can result in survey fatigue among stakeholders.

E. Engaging with Stakeholders

16. At the outset, the scoping team should establish a basic SE road map. Subsequently a comprehensive Resettlement Stakeholder Engagement Plan (RSEP)\(^2\) will be prepared for the detailed data collection, resettlement and livelihood-restoration planning, and implementation phases (refer to module 3.IX., “Content of a Resettlement Stakeholder Engagement Plan”). Note that the RSEP needs to be integrated into both the RAP preparation process and overall SE for the project as a whole. One of the most important issues that the RSEP should consider is the establishment within the affected community of a committee that will serve as interface with the scoping team (and further with the planning team).

F. Collecting Data

17. If respective schedules of ESIA and resettlement scoping allow, the scoping team should review information obtained and documented by the E&S team (for example, scoping and preliminary ESIs, detailed ESIs, and Environmental and Social Management Plans (ESMPs)) that is pertinent to land acquisition and resettlement, including maps, aerial photos, and satellite imagery: any imaging presenting, for example, project layout; topographical conditions; present land use, settlement patterns, and infrastructure; geology; soils and land capability; natural vegetation; and water resources. This information must be taken into account in assessing the level of detail in project planning, information gaps, and the need for surveys to inform the land acquisition and resettlement planning process. If the ESIA team has not yet completed baseline data collection, it will be important to coordinate surveys to maximize use of resources, assess the appropriate scale and level of detail of baseline studies, and avoid overlaps (refer to module 4.III.A., “Coordination with ESIA”).

G. Assessing Impacts and Risks

18. The scoping team will need to review project E&S impacts and risks identified and assessed by the E&S team to determine those that are relevant to the land acquisition and resettlement process. Coordination and harmonization will be required with respect to identifying and planning appropriate mitigation measures, including avoidance and minimization of resettlement-related impacts where feasible.

H. Identifying the Project Footprint

19. An important difference between project ESIA studies and land acquisition and resettlement planning is that the latter requires a relatively precise definition of the project footprint, since this will determine the extent of physical and/or economic displacement, affected assets, and

\(^2\)This will typically be an internal document meant as an operational plan for implementation purposes and/or will be integrated in the RAP or LRP and is not required as a stand-alone public document by PS5.
compensation payable. The greatest chance to avoid or minimize displacement occurs during site selection and the early stages of project planning.

20. The scoping team will need to meet with the project management team, planners, designers, and engineers to obtain a reasonably definitive project footprint, including all ancillary and associated facilities (refer to appendix A, “Scoping Stage Checklist”). In practice, the project footprint will often change during project planning and implementation. Such changes must be carefully considered to avoid or minimize impacts of land acquisition and resettlement.

21. The project footprint should be disclosed only after it's considered reasonably final, as this could result in land speculation, unrealized expectations of compensation if some communities or households are no longer affected after the footprint changes, and potential disputes, conflict, and project disruption. If the potential project footprint must be disclosed before it's reasonably final, it's important to clearly communicate to the affected community the potential for footprint changes during scoping or implementation.

22. A joint resettlement and project planning, design, engineering, environmental, and social team should be established at a very early stage, preferably during site or route selection, to optimize the project footprint to avoid or minimize displacement. The need for staging of land acquisition should also be considered by this joint team. Opportunities to make footprint changes diminish as planning advances and becomes finalized. Information obtained from the scoping exercise will be critical in helping to optimize and finalize the project footprint.

23. Project engineering teams often prefer to finalize site boundaries and buffer zones as late as possible to allow flexibility in planning. However, this can present difficulties for land acquisition and resettlement teams, which need certainty to define who will be affected. The different teams will need to achieve a realistic and practical compromise in finalizing the project footprint. Boundaries of the project footprint should be finalized to establish eligibility for compensation and determine a cut-off date and to plan and commission any detailed land right surveys and asset inventories. Identifying a realistic project footprint is thus a critically important component of the land acquisition process.

I. Conducting a Scoping Desk Review

24. The scoping desk review should start to address the scoping questions contained in appendix A, “Scoping Stage Checklist.”

25. Review all relevant documentation, such as those resources shown in table 1.1, to obtain information pertinent to land acquisition and resettlement:
<table>
<thead>
<tr>
<th>Existing study and report topics</th>
<th>Relevant land acquisition and resettlement information</th>
</tr>
</thead>
</table>
| **Project prefeasibility and feasibility** | Nature of proposed project and potential land acquisition impacts  
Alternate options for infrastructure layout and land use  
Possible extent of project footprint  
Preliminary estimate of physical and economic displacement  
Timing and scheduling estimates |
| **Legal issues** | Reviews of legislation and gaps against international standards (for example, existing resettlement frameworks or plans) |
| **Resettlement in neighboring areas or projects** | Resettlement and entitlement strategies contained in resettlement frameworks or plans developed for other projects in the country  
Lessons learned from past resettlement activities in country including legacy land conflicts and the broader context in which the resettlement occurred |
| **Baseline data** | Maps, aerial photographs, and satellite imagery of affected communities  
Demographic characteristics: local population groups, census, socioeconomic circumstances, local livelihoods and occupations  
Local administrative and community organizational structures  
Local infrastructure and community assets  
Land-use types (settlement, agricultural land, forest, and so forth), including soils and land capability, suitable sites for resettlement  
Land tenure: including traditional and formal tenure, third-party arrangements such as tenancy or share-cropping, and gender aspects of land tenure  
Local cultural property |
| **ESIAs and ESMPs** | Land acquisition and proposed project land use: social and environmental impacts, magnitude of potential physical and/or economic displacement  
Proposed measures to avoid displacement  
Proposed management plans to address impacts of land acquisition |
| **Detailed project plans, designs, construction, and implementation schedules** | Definitive project footprint (maps and plans)  
Project infrastructure layout  
Project organizational structure and management responsible for land acquisition and compensation  
Timing and scheduling of land acquisition requirements |
### Existing study and report topics

**Local and regional development plans and other related reports**
- Larger area context: for example, administrative structure, demography, existing, and proposed settlements and development projects
- Existing and proposed infrastructure, facilities, and services: for example, roads, railways, water and energy supplies, schools, hospitals, and health clinics

**Satellite imagery**
- Preliminary identification of land-use types and impacts (see also module 4.XII., “Tools Needed for Data Acquisition: Remote Sensing, Aerial Photography, and Unmanned Aerial Vehicles (UAVs)”)

---

26. The desk review should address the aspects and activities in the table 1.2, as appropriate.

#### Table 1.2. Scoping Review of Key Aspects and Activities

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Legal</strong></td>
<td>Preliminary review of applicable legislation</td>
</tr>
<tr>
<td></td>
<td>Preliminary review of key gaps between local law and international standards</td>
</tr>
<tr>
<td><strong>Benchmarking of other in-country resettlement programs</strong></td>
<td>Review of other RAPs or resettlement frameworks</td>
</tr>
<tr>
<td></td>
<td>Review of publicly available completion audits or independent resettlement monitoring reports</td>
</tr>
<tr>
<td><strong>Stakeholder engagement (SE)</strong></td>
<td>Review records of any SE undertaken to date (including any engagement of affected communities by government agencies), categories of stakeholders consulted, key issues raised concerning land acquisition impacts and risks, possible solutions discussed, and any project commitments made to mitigate impacts. On the basis of this information, prepare a brief scoping road map to SE to guide interaction during a scoping field visit (refer to IV.E., “Engaging with Stakeholders” of this module).</td>
</tr>
<tr>
<td><strong>Mapping</strong></td>
<td>Outline the project footprint and ancillary facilities on available published topographical maps, cadastral plans, land-rights maps, ortho-photo maps, air photos, or satellite imagery as appropriate. (Google Earth satellite imagery may be adequate for a preliminary assessment, depending on image resolution.) For people whose livelihoods are land based, this will help identify land-use types and productive potential, presence of natural and/or critical habitat, proximity of protected areas, and so forth. Identify the need for any additional land tenure or remote sensing data acquisition.</td>
</tr>
<tr>
<td><strong>Preliminary identification of land</strong></td>
<td>If the available documentation, maps, photos, and satellite imagery have sufficient detail and adequate information, identify affected land-use types, infrastructure, settlements, dwellings, community and business buildings, and other structures.</td>
</tr>
<tr>
<td>Aspect</td>
<td>Activity</td>
</tr>
<tr>
<td>-----------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>acquisition impacts</td>
<td></td>
</tr>
<tr>
<td>Preliminary identification of affected communities and social profile</td>
<td>Review available documentation, including social impact assessments, local and regional development plans, and local census or population data to identify affected communities, socioeconomic profile, average household size, and so forth.</td>
</tr>
<tr>
<td>Preliminary estimate of magnitude of displacement</td>
<td>If the available baseline data is sufficient and adequate, tabulate a preliminary estimate of the magnitude of displacement. The following is an example:</td>
</tr>
<tr>
<td>Settlements</td>
<td>Number of towns, villages, hamlets, seasonal accommodation (herders, fisherpeople, tourist), and squatter settlements</td>
</tr>
<tr>
<td>Household infrastructure</td>
<td>Number of household structures (houses and outbuildings such as sheds, poultry houses, livestock pens or kraals, granaries)</td>
</tr>
<tr>
<td>Population and households</td>
<td>Total number of people and/or households affected by land acquisition. Note: If the average household size is known, the estimated total affected population could be calculated by multiplying this by the number of identified affected residential dwellings. This calculation can be relatively easy and accurate where single family units can be identified from aerial photos or satellite imagery, but it is more difficult to estimate in cases of extended family compounds or apartment blocks in urban areas.</td>
</tr>
<tr>
<td>Community infrastructure</td>
<td>Administrative buildings, schools, hospitals and clinics, meeting halls, roads, powerlines, canals</td>
</tr>
<tr>
<td>Businesses/enterprises</td>
<td>Shops, markets, restaurants, accommodation facilities, manufacturing enterprises</td>
</tr>
<tr>
<td>Land use categories</td>
<td>Extent of affected dryland cropping, irrigation, grazing, forestry, orchard, and so forth</td>
</tr>
<tr>
<td>Preliminary outline estimate of costs of land acquisition,</td>
<td>If information is available on local land and property values, building values, crop compensation rates, and so forth, prepare an outline cost estimate of compensation for physical and economic displacement. This may be expressed in estimates per household or per hectare of land type category.</td>
</tr>
<tr>
<td>Aspect</td>
<td>Activity</td>
</tr>
<tr>
<td>--------------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
</tr>
<tr>
<td>physical and economic displacement</td>
<td>Prepare an outline list of gaps in information that must be gathered to undertake scoping and planning. Highlight types of missing information that could be gathered during the scoping field visit.</td>
</tr>
<tr>
<td>Preliminary assessment of information gaps</td>
<td></td>
</tr>
</tbody>
</table>

**J. Scoping Field Visit and Review**

27. It is important for the resettlement scoping team to undertake a field visit and review. If the ESIA is underway and this field visit is done as part of the ESIA scoping process, ensure that the ESIA team scopes land acquisition and displacement impacts as well. For larger impacts, fieldwork is essential for the scoping team to see firsthand the impacts of project land acquisition and to meet project field staff, local authorities and a cross-section of affected communities and households.

28. Engagement at this stage must be handled with care, as the scoping team may be the first project representatives to disclose news about the proposed project. The scoping team should consider the following:

- Explain the objectives of the scoping exercise, namely, to identify any potential project impacts on the community.
- Commit to provide feedback on completion of the scoping exercise—advice from local government representatives, the ESIA team, and/or civil society representatives can be useful.
- Carefully word and review messages to communities, particularly where there is uncertainty concerning the extent of likely impacts of the project and land-acquisition requirements.
- Take care not to raise expectations regarding the project
- Do not disclose specific information on the project until, project plans are well developed.
- Disclose the proposed project footprint at the stage of detailed baseline surveys and household asset inventories, and before the cut-off date for compensation.

29. The field visit and review should include the following activities, as appropriate:

1) Stakeholder engagement

- Use the scoping road map to SE prepared during the desk review (refer IV.E., “Engaging with Stakeholders” of this module) to guide interaction with a selected range of stakeholders during the scoping field visit: these stakeholders should include a cross-section of affected community members and households, land-owning households, transient or migrant communities, local leaders, local government and regional authorities, project field staff, community-based organizations (CBOs) and nongovernmental organizations.
(NGOs), and various interest groups, vulnerable groups (including women and youth groups, among others), business and entrepreneurial groups, and so on).

- Refer to the scoping questions in **appendix A, “Scoping Stage Checklist”** to guide interaction during the field review. Reference to these questions will also help ascertain whether all information required for land-acquisition impact and risk assessment and resettlement planning is either available or has been identified as a gap to be addressed during subsequent baseline surveys (refer to **module 4, “Baseline Data Collection”**).

- There are various methods of interaction with stakeholders that can be used to undertake a rapid scoping assessment of key land acquisition impacts and risks. Refer to **module 3, “Stakeholder Engagement,”** for more detail.

### ii) Engagement with government authorities

- It is important for the scoping team to meet with government authorities (national, regional, local, and departmental) responsible for land acquisition, infrastructure, and services in the project-affected area. Establishing a sound understanding and trust relationship with government officials from the outset will help facilitate the land-acquisition process, particularly in the case of government led land acquisition.

- Key issues and actions to discuss and agree on include the following:
  - The overall land-acquisition process
  - Roles and responsibilities of government and the project (cut-off date, expropriation process)
  - Capacity of government agencies to register land transactions and issue permits for resettlement sites, housing, and community infrastructure in a timely fashion
  - Any need for additional resources or inputs such as cadastral surveys
  - Mechanisms that could ensure joint government-project coordination (for example, joint steering committee and/or working group with regular meetings)

- A memorandum of understanding (MoU) with government officials can be key:
  - The MoU can clarify from the outset the agreements and commitments of government and the project leaders to planning and implementing the land-acquisition process, resettlement, and livelihood restoration. The MoU should address agreement on (i) standards (for example, national legislation and regulations, IFC PS5 requirements, and international best practice); (ii) roles and responsibilities; (iii) steps to be followed and timeframes; (iv) the types of surveys and assessments to be performed; and (v) expertise needed (surveyors, valuers, legal specialists, and so forth), including licensed professionals if required by law.
  - The MoU should reference compliance with both national legislation and IFC PSs. If government officials are reluctant to agree to comply with IFC PSs, consider what measures could be taken to achieve agreement, such as in-depth discussion with senior government decision makers, awareness building, and training workshops.
  - If there are gaps between the requirements of government legislation and regulations and IFC PSs, work with relevant government officials to consider possible solutions and record agreements to close gaps in the MoU.

- See **appendix A, “Scoping Stage Checklist”** for additional scoping questions to pose to government officials.
iii) Engagement with civil society and advocacy groups

- The scoping team should meet with local civil society groups during the initial field visit to hear their perspectives and concerns. There is commonly a reluctance by project management to approve of meetings between scoping teams and advocacy groups, especially if there has been opposition to the project and if there is potential for a negative influence on affected households. Experience shows that listening to the concerns of advocacy groups up front can benefit the community as well as the project. Failure to build constructive relationships can lead to misunderstandings and tensions, making it difficult, time consuming, and costly to find solutions and achieve acceptance of the project and its land acquisition requirements. Refer to module 3, “Stakeholder Engagement,” for more detail.

iv) Social license to operate

- Use the scoping field visit to make a preliminary assessment of the project’s social license to operate (withholding of local support, acceptance, approval, or positive support for the project).
- Identify what measures could be taken to earn and gain social license to operate if there is opposition to the project and what could be done to strengthen and maintain the social license to operate if there is already positive support for the project. Refer to module 3, “Stakeholder Engagement,” for more detail.

v) Project footprint and affected land-use types

- Visit and gain an understanding of the extent and boundaries of the project footprint, local socioeconomic circumstances, and types of affected land use, including systems of land tenure.
- Consider ways to reduce the extent of the project footprint and/or impacts on local communities and households.

vi) Livelihood activities

- Observe and identify the livelihood activities of affected communities: for example, agriculture, animal husbandry, business enterprises (including shops), markets and informal petty trade, manufacturing enterprises, and other types of enterprise and employment. Determine the extent to which they are likely to be affected by project land acquisition.
- Note any links, dependencies, or supply chains associated with key livelihood activities, such as women drying and marketing fish from fisherpeople, women panning gold from ore mined by artisanal miners, mechanization contractors plowing land or harvesting crops for farmers, and seasonal workers on local farms.

vii) Interaction with other development initiatives

- Meet with representatives from other development initiatives, particularly, projects in social housing, agriculture, assistance to vulnerable groups, gender initiatives, economic development, tourism, and generally any initiatives relevant to resettlement and livelihood restoration.
- Learn from their experience of successes and failures and seek consistency (and integration where possible) with existing initiatives.
viii) Infrastructure and assets

- Observe affected community infrastructure and assets in community offices; educational, health, and recreational facilities; roads; telecommunication; energy; and water and sanitation systems.
- Observe affected household dwellings and type (for example, separate or semidetached housing, extended family compounds, apartments, and informal and squatter shacks), huts, barns, storage and animal sheds, granaries, fences, walls, wells, boreholes, and irrigation systems.
- If the project footprint is relatively small and accessible, make a preliminary count of affected houses and structures.

ix) Cultural property

- Observe and identify affected cultural property such as archaeological, historical religious, and sacred sites, including graves and cemeteries.

x) Alternative project sites or route options

- Observe and make a preliminary assessment of potential options to avoid or minimize land-acquisition displacement impacts by resiting project facilities and infrastructure.

xi) Preliminary estimates of displacement magnitude and costs of land acquisition

- Prepare preliminary estimates of the magnitude of physical and economic displacement and costs of land acquisition, asset compensation, and livelihood restoration based on the desk review and field visit.
- Note gaps in information and uncertainties regarding estimates that must be addressed during the baseline data collection stage.
xii) Scoping assessment of impacts and risks

- Conduct an assessment of potential key issues, impacts, and risks of land acquisition and resettlement with respect to the project and the affected community. Some examples of common key issues, impacts, and risks are shown in table 1.3. For further examples, refer to the scoping questions contained in appendix A, “Scoping Stage Checklist.”

- Make a preliminary assessment of the significance of these key potential impacts and risks and the likelihood of their occurrence (refer to the example in table 1.4). Rank the risks accordingly and compile a register of risks. Identify potential mitigation options and appropriate actions to eliminate or reduce each risk.

- Use this register of risks and preliminary assessment of potential mitigation measures to guide the preparation of more comprehensive risk-mitigation actions in the course of detailed resettlement planning.

<table>
<thead>
<tr>
<th>Issue</th>
<th>Impacts and risks</th>
</tr>
</thead>
</table>
| Poorly defined national laws, regulations, and procedures for land acquisition/expropriation                | Lack of clarity concerning the land-acquisition process  
|                                                                                                              | Potential for misunderstandings and delays                                                            |
| Changing laws and regulations on land acquisition and resettlement                                         | Uncertainty concerning land-acquisition process, potential costs of mitigation and compensation  
|                                                                                                              | “Changing goal posts,” with delays in planning and implementation                                      |
| Gaps between IFC PS5 and national government requirements for compensation for physical and/or economic displacement | Time to discuss and agree on measures to close gaps  
|                                                                                                              | Additional resources and costs to close gaps                                                          |
| Quality and reliability of land-ownership registers                                                        | Time to verify and update information and resolve issues                                               |
| Limited capacity and resources of government agencies to process land transactions, issue permits, expedite expropriation, and conduct judicial dispute-resolution procedures | Project delays  
|                                                                                                              | The need for additional resources to assist government agencies                                       |
| Uncertainty over costs of land acquisition and resettlement due to footprint changes                        | Delays to completion and implementation of the RAP/LRP  
|                                                                                                              | Difficulties in finalizing the RAP budget                                                            |
| Land speculation                                                                                            | Time to resolve issues  
|                                                                                                              | Increased costs of land acquisition                                                                  |
| Unrealistic expectations of compensation rates and benefits among affected communities  
| Misunderstandings and conflict over the land acquisition process                                           | Time to address the issue  
|                                                                                                              | Loss of trust and social license to operate  
<p>|                                                                                                              | Project reputational risks                                                                             |</p>
<table>
<thead>
<tr>
<th>Issue</th>
<th>Impacts and risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legacy issues: previous forced evictions by police, military, or</td>
<td>Time to gain trust and social license to operate and resolve past issues</td>
</tr>
<tr>
<td>security forces; poor human rights performance; and past conflict,</td>
<td></td>
</tr>
<tr>
<td>among others</td>
<td></td>
</tr>
<tr>
<td>Poor law and order or security environment</td>
<td>Increased need for project security measures</td>
</tr>
<tr>
<td>Presence of guerrilla or insurgency groups and/or ongoing conflict</td>
<td>Undermining of the RAP and implementation process</td>
</tr>
<tr>
<td>Presence of criminal organizations who will exploit the land-</td>
<td>Increased costs and resources required to address the issue</td>
</tr>
<tr>
<td>acquisition process</td>
<td>Project delays</td>
</tr>
<tr>
<td>Unwarranted compensation claims and corrupt practices</td>
<td></td>
</tr>
<tr>
<td>Presence of refugees and internally displaced persons (IDPs)</td>
<td>Potential limited resettlement options</td>
</tr>
<tr>
<td>Opposition to the project by advocacy and civil society groups</td>
<td>Conflict with local host community</td>
</tr>
<tr>
<td>Political interference</td>
<td></td>
</tr>
<tr>
<td>Conflicts over nationally recognized land rights and traditional</td>
<td>Overlapping or disputed land claims</td>
</tr>
<tr>
<td>or customary land rights</td>
<td></td>
</tr>
<tr>
<td>Underestimation of time required to finalize the RAP, achieve</td>
<td>Project schedule delays</td>
</tr>
<tr>
<td>land-acquisition agreements with affected households, and undertake</td>
<td>Dissatisfaction over delays among affected households</td>
</tr>
<tr>
<td>implementation</td>
<td>Loss of social license to operate</td>
</tr>
<tr>
<td>Poorly defined national laws, regulations, for land-acquisition</td>
<td>Uncertainty and confusion concerning the land-acquisition process and compensation benefits</td>
</tr>
<tr>
<td>compensation</td>
<td></td>
</tr>
<tr>
<td>Project land acquisition and implementation</td>
<td>Disruption of household and community activities</td>
</tr>
<tr>
<td></td>
<td>Loss of land and natural resources</td>
</tr>
<tr>
<td></td>
<td>Decreased local food production (food security)</td>
</tr>
<tr>
<td></td>
<td>Loss of livelihoods</td>
</tr>
<tr>
<td></td>
<td>Enterprises’ and businesses’ potential loss of business, trade, and clients</td>
</tr>
<tr>
<td></td>
<td>(temporary or permanent)</td>
</tr>
</tbody>
</table>
### Impacts and Risks to the project

<table>
<thead>
<tr>
<th>Issue</th>
<th>Impacts and risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intensification of land use due to decrease in available crop land following project land acquisition</td>
<td>Change from low-input, low-output, low-risk subsistence agriculture to high-input, high-output, high-risk market-based agriculture. Local households potentially not readily able to adapt to the change.</td>
</tr>
<tr>
<td>Influx of newcomers</td>
<td>Competition for and possible unsustainable use of common property and natural resources. Increased demand for use of community infrastructure, facilities, and services. Changes in community leadership and power relationships.</td>
</tr>
<tr>
<td>&quot;Elite capture&quot; of land-acquisition benefits</td>
<td>Local households’ loss of access to compensation benefits. Exploitation and marginalization of local households and vulnerable groups (women, ethnic, indigenous, minority and other groups), with increase in vulnerability. Indebtedness of local households to predatory lenders. Inflationary local land costs.</td>
</tr>
<tr>
<td>Predatory lending to affected households eligible for compensation before finalization of payments</td>
<td>Payment of royalties, stipends, and cash compensation for land acquisition. Dependence on compensation payments, with loss of resilience.</td>
</tr>
<tr>
<td>Future project expansion</td>
<td>Re-resettlement of previously displaced households. Cumulative impacts.</td>
</tr>
</tbody>
</table>
Table 1.4. Example of a Register of Key Potential Impacts and Risks and Potential Mitigation Measures

<table>
<thead>
<tr>
<th>Issue</th>
<th>Impacts and risks</th>
<th>Likelihood of occurrence (certain, likely, possible, unlikely)</th>
<th>Magnitude of associated impact or risk (major, medium, minor)</th>
<th>Potential mitigation option and actions</th>
</tr>
</thead>
</table>
| Limited capacity and resources of government agencies to process land transactions, issue permits, expedite expropriation, and conduct judicial dispute-resolution procedures | Project delays and the need for additional resources to assist government agencies | Likely                                                          | Major                                                          | Assign project staff or provide funding for lawyers or land-transaction specialists to assist government agencies  
Provide office space and equipment (computers, desks, chairs) to accommodate additional personnel |

K. Information Gaps

30. Subsequent to the resettlement scoping desk review and field visit, undertake the following:

- Compile a list of information gaps to address during the more detailed baseline data collection stage (refer to module 4, “Baseline Data Collection”).
- Make a preliminary assessment of the significance of each gap in information, then rank the gaps in order of importance and when the information will be required.
- Note whether there are any timing issues or constraints on obtaining the required information (for example, seasonal studies, meetings with itinerant migrants, and absentee landowners).
- Identify types of consultation (and with whom), research, and surveys that will be required.
- List any local, national, and international organizations or individuals that were identified in the course of scoping who could address these information gaps (for example, government departments, academic institutions, NGOs/CBOs, researchers, consultants, and specialists). Also list their fields of knowledge and expertise.
- Make a note of any government procedures or requirements for undertaking surveys and collecting baseline data (for example, disclosure of information, consultation, and use of licensed professionals).

L. Work Plan for Land Acquisition and Resettlement Planning

31. The scoping assessment should result in a preliminary project footprint sufficiently well defined to commence land acquisition and resettlement planning.
32. The outcome of the scoping desk review, field visit, and assessment of information gaps is the preparation of a scoping report and work plan to undertake necessary SE, baseline data collection, land acquisition, resettlement, and livelihood-restoration planning. Table 1.5 contains an outline table of contents for a scoping report and work plan. See appendix H, “Scoping and RAP Consultants: Template for Terms of Reference” for terms of reference for the scoping consultant and development of RAP.

**Table 1.5. Table of Contents for a Scoping Report and Resettlement Work Plan**

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Contents</th>
</tr>
</thead>
</table>
| 1. Introduction | **Project description**: Outline project description and local context; project footprint and ancillary facilities.  
**Scoping**: Outline scoping activities and any limitations.  
**Strategy**: Outline proposed policies, principles and approach to land acquisition.  
**Project impacts and magnitude of displacement**: Outline key project impacts and preliminary estimate of extent of physical and/or economic displacement.  
**Impacts and risks**: Outline key risks, challenges, and potential mitigation measures, including avoidance and minimization of displacement.  
**National legislative and regulatory framework/PS5 requirements**: Outline national requirements to undertake land acquisition and potential measures to close any gaps with PS5.  
**Displacement cost estimates**: Outline potential compensation entitlements and preliminary indicative total cost estimates of resettlement and livelihood restoration. |
| 2. Information Gaps | **Information required**: List types of information necessary for resettlement planning, quality and reliability of existing data, and information gaps. |
| 3. Consultation and Information Disclosure | **RSEP**: Outline a proposed table of contents for a land-acquisition and resettlement SEP. Summarize consultations to-date and issues raised, list key stakeholders and any additional identification required, and indicate an appropriate level of participation by affected communities and means to achieve alignment with the overall project SEP (refer to module 3, “Stakeholder Engagement”).  
**Disclosure**: Indicate potential means of information disclosure regarding the project footprint and resettlement process.  
**GM**: Outline any grievances to-date and indicate what appropriate GM will be required (with adequate staff resources), taking into account specific needs for addressing grievances from vulnerable groups. |
<p>| 4. Baseline Data | <strong>Framework</strong>: Outline a preliminary compensation entitlement |</p>
<table>
<thead>
<tr>
<th>Chapter</th>
<th>Contents</th>
</tr>
</thead>
</table>
| Collection | framework (refer to module 2, “Planning Land Acquisition and Resettlement”) to inform the extent of baseline data required.  

**Activities:** List and outline appropriate research studies and surveys required to collect baseline data and close information gaps (for example, socioeconomic profile, vulnerable groups, census, land tenure systems, land ownership and land use rights, asset inventories, asset valuation, and so forth).  

**Resources:** Indicate specialists and range of skills (researchers, surveyors, asset valuers, assistants, and so forth) required to complete baseline data collection. Also list potential equipment and supplies required: satellite imagery, aerial photographs, global positioning system (GPS) and other survey equipment, and so forth. |
| 5. Resettlement Planning | **Scale required:** Concept, framework, detailed, or supplementary RAP. Outline a proposed table of contents.  

**Activities:** List key actions (planning consultation, compensation negotiations, and provision of legal advice) required to prepare the RAP.  

**Resources:** Indicate likely specialists and range of skills required to compile the RAP: for example, planners, architects, building specialists, engineers, and legal advisors.  

**Responsibilities:** Outline responsibilities for resettlement planning (especially in respect to government-led resettlement). |
| 6. Livelihood-Restoration Planning | **Scale required:** Outline extent of livelihood restoration planning required and proposed table of contents.  

**Activities:** List key actions (planning consultation, assessment of livelihood restoration alternatives) required to prepare an LRP.  

**Resources:** Indicate likely specialists and range of skills (agriculture, animal husbandry, business and entrepreneurial development, financial management, and so forth) required to compile the LRP.  

**Roles and responsibilities:** Outline responsibilities for planning, especially regarding government-led resettlement, which may not specifically address livelihood restoration. The role and focus of the LRP team differs from the community development team. Keep these teams separate but coordinate activities. |
| 7. Organizational Structures and Resources | **Overarching organization:** This is provided by the project management land acquisition team, steering committee, and working group (project, government, and community representatives).  

**Teams required:** Outline the organizational structure and reporting lines:  
- SE/community liaison team |
<table>
<thead>
<tr>
<th>Chapter</th>
<th>Contents</th>
</tr>
</thead>
</table>
|         | • Baseline data collection team  
|         | • Resettlement planning team  
|         | • Livelihood-restoration planning team  
| Resources: | Indicate overall size commensurate to magnitude of displacement and likely team members (including skills, roles, and responsibilities). |

8. Schedules

Timelines: Outline and illustrate phased steps to complete SE, baseline data collection, resettlement, and livelihood-restoration planning.

9. Budgets (to prepare a RAP/LRP)

Detailed cost schedules: Itemize costs (activities, personnel, equipment, travel and subsistence, report production, and so forth) to undertake SE, baseline data collection, resettlement, and livelihood-restoration planning.

M. Timeframe

33. Depending on the magnitude of impacts and readiness of the project, scoping of resettlement and land-acquisition impacts typically takes between two weeks and two months.

34. To ensure coordination between the ESIA and the resettlement-planning process, scoping should take place jointly with the ESIA scoping process, or ahead of the ESIA being procured (particularly before the ESIA baseline studies are procured).

V. CONCLUSION: DO’S AND DON’TS

35. The scoping assessment and work plan for land acquisition, resettlement, and livelihood-restoration planning will provide a framework for discussion with project management, to achieve agreement on a strategic approach, steps, resources, and mobilization of the planning process (see table 1.6).
Table 1.6. The Do’s and Don’ts of Scoping Impacts and Risk Assessment

<table>
<thead>
<tr>
<th>Do’s</th>
<th>Don’ts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use the most experienced staff/consultants to carry out the scoping and risk-assessment exercise.</td>
<td>Skip or undertake the scoping step superficially.</td>
</tr>
<tr>
<td>Establish clear scoping objectives with project management, including level of detail required for the scoping stage.</td>
<td>Use junior or inexperienced staff/consultants to undertake the scoping and risk-assessment exercise.</td>
</tr>
<tr>
<td>Clearly define what information needs to be gathered and how it will be used in land-acquisition planning and implementation.</td>
<td>Gather unnecessary social, land-use, and other baseline information.</td>
</tr>
<tr>
<td>Ensure that all key groups including vulnerable groups within the affected community are identified.</td>
<td>Create expectations that might encourage speculative activities during early scoping SE.</td>
</tr>
<tr>
<td>Use qualitative measurement methods including Participatory Rural Appraisal (PRA) techniques that are relatively quick for scoping, and combine these with available quantitative information.</td>
<td>Forget to engage with project planners, designers, and engineers early on to share scoping information and examine alternatives to avoid or minimize physical and/or economic displacement.</td>
</tr>
<tr>
<td>Ensure that scoping covers seasonal changes in livelihood activities, including seasonal in-migration of herders/fisherpeople/artisanal miners.</td>
<td>Produce scoping reports late or after more detailed studies have been commissioned or are under way.</td>
</tr>
<tr>
<td>Identify possible alternatives that will avoid or minimize land acquisition and adverse impacts.</td>
<td></td>
</tr>
<tr>
<td>Identify key social and land-acquisition issues and prioritize them for further investigation at the early design stage.</td>
<td></td>
</tr>
<tr>
<td>Look for local, regional, and national benchmarks and use lessons learned from similar land acquisition and resettlement programs.</td>
<td></td>
</tr>
<tr>
<td>Report outcomes of the scoping exercise to project management, and key stakeholders including government, affected persons, lenders, and civil society.</td>
<td></td>
</tr>
<tr>
<td>Integrate the findings of the resettlement scoping exercise with the overall ESIA and Environmental and Social Management System (ESMS).</td>
<td></td>
</tr>
</tbody>
</table>
MODULE 2: PLANNING LAND ACQUISITION AND RESETTLEMENT

I. KEY OBJECTIVES OF THE PLANNING PROCESS

36. The planning process builds and elaborates on the scoping stage described in module 1, “Scoping and Risk Assessment of Land Acquisition Impacts.” It includes SE and baseline studies as well as livelihood-restoration planning, which for the clarity of the handbook are addressed in separate modules (modules 3, “Stakeholder Engagement;” 4, “Baseline Data Collection;” and 6, “Implementation,” respectively). This module focuses on the planning process.

37. Based on initial information gathered in the scoping and assessment outlined in module 1, “Scoping and Risk Assessment of Land Acquisition Impacts,” the following are the key objectives of the resettlement planning process:

- Quantify, describe, and categorize project impacts on land and people.
- Identify and categorize households, individuals, and assets that will be affected.
- Describe preproject socioeconomic conditions and livelihoods to (i) establish a baseline against which changes caused by resettlement can be monitored and (ii) gain a better understanding of impacts to livelihoods, addressed in detail in module 4, “Baseline Data Collection.”
- Define eligibility rules (who will be entitled to compensation).
- Define entitlements for compensation and livelihood restoration.
- Consult on proposed entitlements and negotiate them with the affected community (and host community, if relevant).
- Define livelihood restoration strategies (addressed in module 5, “Livelihood Restoration and Improvement”), discuss them with the affected community, and come to an agreement.
- Define processes and procedures to implement land acquisition and resettlement.
- Discuss these processes with key stakeholders, particularly the affected community including vulnerable groups and involved government agencies.
- Document the planning process in a RAP, LRP or a combination of both.

II. KEY TASKS OF THE PLANNING PROCESS

38. Planning resettlement involves a number of tasks, as illustrated in figure 2.1. The order shown in the figure is not necessarily chronological and some of the following tasks must be conducted in parallel:

- Task 1: Preparatory activities, including providing preliminary information on displacement impacts to authorities and affected persons; delineating the affected footprint in the field; establishing provisional consultation committees; and establishing and disclosing a GM
• **Task 2:** Declaration of a cut-off date for compensation eligibility to prevent influx or encroachment, with concurrent implementation of a preliminary census and rapid asset survey to establish eligibility at the cut-off date, in consultation with affected groups

• **Task 3:** Field surveys, including census, asset inventory, and socioeconomic surveys, along with associated information management and SE (see module 4, “Baseline Data Collection”)

• **Task 4:** Establishment of compensation entitlements and livelihood-restoration benefits, engagement at community level on these entitlements, and negotiation at community, household, or individual levels as appropriate

• **Task 5:** Selection of resettlement sites and planning for site development and housing, in consultation with the affected community and host community

• **Task 6:** Development of implementation approach and arrangements, preparation of RAP and/or LRP documentation, and disclosure

39. SE occurs throughout the process (see module 3, “Stakeholder Engagement” for details).

40. See also appendix H, “Scoping and RAP Consultants: Template for Terms of Reference” for the terms of reference for developing a RAP.

### III. TASK 1: MAKE PRELIMINARY CONTACTS, ESTABLISH A COMMITTEE AND GRIEVANCE MECHANISM

#### A. Preliminary Contacts and Other Preparatory Activities

41. Before starting field activities, the RAP team must build on contacts and engagement initiated during scoping:

• With local authorities, typically mayors and/or district heads, as well as contacts at national and/or regional levels, which are also required in many jurisdictions: This usually entails following up on contacts made during the scoping phase;

• With the affected community(ies): Disclosure of the extent of land impacts to the community for the first time must be prepared and managed with caution. In most cases, a first meeting will be held with community leaders and elders. In addition, and unless the local political or social context would not allow, it is also important that the message be communicated to the entire community in a public meeting. Providing a leaflet or other handout is a useful way to support this process. Information concerning the cut-off date, census, and asset surveys must follow within a short time to avoid speculative occupation of the footprint, and the timing of disclosure of the footprint must be given appropriate thought (refer to see section IV., “Task 2: Cut-Off Date and Precensus Survey” of this module).

#### B. Engagement Framework and Resettlement Committee

42. The scoping stage will have provided information to enable preparation of a RSEP, as presented in module 1.IVE., “Engaging with Stakeholders,” and module 3.IX., “Content of a Resettlement Stakeholder Engagement Plan.”

---

3This will typically be an internal document meant as an operational plan for implementation purposes and/or will be integrated in the RAP or LRP. It is not required as a stand-alone public document by PS5.
Figure 2.1. The RAP/LRP Process

1. Preliminary information to authorities
2. Preliminary information to affected persons
3. Establishment of resettlement committees
4. Establishment and disclosure of grievance mechanism

- Delineation in the field of Project footprint
- Precensus/rapid asset identification and cut-off
- Preliminary entitlement framework
- Detailed asset survey and census of affected persons
  - Socioeconomic/livelihood baseline surveys
  - Business surveys
  - Identification of vulnerable groups
  - Valuation studies (structures, land, and crops)

- Information management—Database of affected persons, affected properties, and affected businesses
  - Categorization of eligible households
  - Processing and resolution of survey-related claims and grievances

- Development and negotiation of compensation and livelihood restoration entitlements at community and individual levels
  - Agreements

- Identification of the need for resettlement sites
  - Identification of potential resettlement sites in consultation with local authorities, and affected and host communities

- Detailed review of potential resettlement sites
  - Preliminary selection
  - Consultation with affected and host communities

- Final selection of resettlement site
  - Planning and house design principles

- RESETTLEMENT ACTION PLAN/LIVELIHOOD RESTORATION PLAN—DISCLOSURE
43. In most settings, the establishment of one or several committees is a useful tool to achieve engagement with the affected community. This should be done at the commencement of field activities, including the census and surveys described in module 4.IV., “The Census” to 4.VII., “Livelihood Baseline Surveys.”

C. Grievance Mechanism

44. The GM, described in detail in module 3, “Stakeholder Engagement,” must be established before the start of any significant field activity, particularly before starting the surveys aimed at identifying affected assets and affected persons.

IV. TASK 2: CUT-OFF DATE AND PRECENSUS SURVEY

A. Project Footprint

45. Starting surveys and declaring a cut-off date requires the project footprint to be defined with a reasonable level of certainty:

- Make sure that the project footprint (including ancillary facilities) is clearly defined by project planners and engineers as the RAP team needs this information to plan and start surveys.
- Optimize the footprint jointly between RAP and project planning and engineering teams in continuity with the process initiated in the scoping stage (see module 1.IV.H., “Identifying the Project Footprint”).
- Where communities are divided by the proposed delineation into affected and unaffected sections, review the limit carefully and consult with government and the communities themselves on their options.
- Show the footprint boundaries to community representatives, but only once the following conditions are met:
  - These limits are known with a reasonable level of certainty, to avoid possible loss of community trust if changes need to be made at a later stage.
  - The cut-off date has been disclosed. This can be done immediately after finalizing the project footprint. The implementation of surveys and the planning process can then proceed.
- Take a long-term view of community viability in reviewing the footprint in consultation with affected communities:
  - Sometimes it may be required to resettle people that are outside of the direct project footprint if community social cohesion would be affected by only partial relocation
  - Sometimes residences that are not in the direct project footprint may need to be relocated because their land is affected and residents’ livelihoods would be jeopardized if they stayed
- The project footprint often changes over the course of the project. When this happens, manage the change with care: if people were surveyed based on a first delineation but end up outside of the final footprint, they may expect compensation and it may be necessary in such cases to compensate the related disturbance, subject to negotiation.
B. Cut-Off Date

46. The cut-off date is the date after which any new structures, trees, crops, and other immovable assets will no longer be counted or measured for compensation purposes. The intent of the cut-off date is to avoid opportunistic settlement or construction of new structures by existing households (in the hope of obtaining additional compensation) in the area earmarked for project use. Key considerations include the following:

- If a cut-off (also called a “moratorium”) is provided by local legislation (usually the case where eminent domain procedures are applied), make sure that the cut-off date as mandated by local legislation (usually the date at which a certain legal act is taken) can correspond to the cut-off date required by PS5 (the date at which the census and asset surveys start). Typically, the date of publication of a declaration of public interest (or similar eminent domain–related act) as required by local legislation will become the cut-off date. The additional requirement of PS5 is to ensure that the cut-off date and its conditions (for example, no erection of new structures, no planting of new trees and crops) are disclosed, which is not always mandated by local legislation. Aligning the declaration of public interest mandated by local law with the cut-off date disclosure required by PS5 calls for proper coordination with government agencies. It must be planned well in advance of its occurrence, based on the understanding of local legislation gained from the scoping stage.

- Where no cut-off date is envisioned in local legislation or if eminent domain procedures are not used, a project-specific cut-off disclosure process must be established, with government endorsement if possible, so that it becomes enforceable (see box 2.1 for an example).

- Where a government cut-off date such as a declaration of public interest has been established but not disclosed or enforced (typically for a number of years), a new cut-off date will generally need to be established to meet PS5 requirements.

C. Precensus (or Rapid Asset Survey)

47. The cut-off would be meaningless if the project does not swiftly undertake a census of affected assets to freeze the list of eligible households. In situations where there are many affected assets and people, the census itself (see module 4, “Baseline Data Collection”) will be a lengthy exercise, and in these cases, it can be useful to undertake a precensus (also called “rapid asset survey”) to establish a first list of eligible households within a short time (one or a few days). This will not necessarily be exhaustive because of the swiftness of the exercise (for example, some absentee landowners may be missed at this stage), but it can be useful where or when there is a high risk of speculation. Box 2.1 describes a real-life example of articulating cut-off and precensus.

D. Validity of Cut-Off Date and Subsequent Changes

48. Life does not stop because a cut-off date has been declared: people marry or divorce, children are born, people die. Good practice is to take a relatively flexible approach to such changes by allowing project eligibility rules to accommodate them to the extent reasonable, while keeping an eye on potential speculation and gender implications. Where surges in marriages or divorces are observed, they could be a strategy to create new households in order to maximize entitlements. A sudden divorce could also be a strategy to deprive the female spouse of her share of the compensation.
49. Another recurrent issue is that of repairs to houses after the cut-off (are they allowed or not, will they be considered for compensation or not?), particularly in monsoon-type climates where it is customary to repair houses every year after the rains.

50. It is critical to proceed swiftly with surveys and relocation after the cut-off is declared. The more time that elapses between the cut-off date and actual delivery of resettlement and compensation, the more problematic these issues will become: hence, the need to give proper thought to the timing of the cut-off disclosure. Changes to lists of eligible households and individuals after the cut-off should always be reviewed with community representatives (resettlement committee), and in the most complex cases legal implications will have to be considered. Once the cut-off is agreed to with community representatives, it is good practice to disclose the project policy on changes to eligibility criteria for compensation (such as taking new households, structures, crops, and so forth into consideration, subject to certain conditions). This transparency will help avoid groundless grievances and opportunistic claims.

Box 2.1. Cut-Off Date, Census, and Avoiding Speculation

Tenke-Fungurume Mining, Democratic Republic of the Congo (DRC), 2006–Present

Tenke-Fungurume Mining built the mine and plant in 2007–2010 and currently operates a large copper and cobalt mine and processing plant in the Lualaba province of the DRC. Speculation was identified upfront as a potential risk because of the general poverty and of known precedents in the area.

Tenke-Fungurume Mining was relatively successful in avoiding speculation by taking the following measures:

- Land access is organized in successive phases; each of these phases cover about three years of mining construction and expansion. Any significant land access phase is covered by a Resettlement Action Plan.
- For each phase, a “Restriction Zone” is delineated. Restriction Zones are intended to cover the direct footprint of mining operations and related facilities, as well as safety buffers that may be required. In a Restriction Zone, dwellings are prohibited, and all residents are physically displaced and relocated.
- After delineation of a Restriction Zone, a cut-off is declared at a certain date. The cut-off is confirmed by an act of the local authority and is publicly disclosed in a general meeting of the potentially affected population with the local authority present.
- A census of affected assets and affected persons is conducted immediately after the cut-off is declared. However, the key to speculation management is swiftness: rather than embarking into a full, detailed census (which would take time, thereby allowing people to occupy land, erect structures, plant trees and crops opportunistically while the census is being conducted), the Company organizes a rapid “Pre-Census,” whereby assets (structures and fields) are identified, numbered, marked, in the presence of community leaders and local authorities, and owners/users are identified on a preliminary basis. The Company makes sure that the pre-census can be conducted in a few days at most (generally one to two days). The pre-census starts immediately once the cut-off date has been declared (within a few hours at most) and lists of affected assets and affected persons can be established. Mistakes or gaps in the pre-census can be corrected later when the full census itself is undertaken or through the grievance mechanism.
51. When an eligible person dies between the cut-off and the delivery of compensation, normal practice is to conform to relevant legislation, with the entitlement delivered to the legitimate inheritors. While traditional authorities will play a role in determining inheritors, a judicial decision should preferably be sought to avoid fiduciary risks to the project (for example, compensation delivered to the wrong individuals). Again, gender implications must be verified and dealt with:

- In some jurisdictions or traditions, the spouse might be excluded from the succession and could be left with no compensation as a result, even though he or she was affected. A good solution in such cases is to seek a family agreement whereby the spouse of the deceased receives the usufruct (usage right) of the resettlement house for the rest of his or her life, while the ownership remains with the legitimate inheritors.
- Be aware that if inheritors prefer to receive the entitlement in cash, particularly if there are many of them or if they do not live in the community, and efforts to convince them to grant the usage of a resettlement house to the spouse(s) of the deceased fail, this could leave the spouse without a shelter. The project may then have to treat the spouse as a vulnerable person in order to ensure access to benefits from a specific entitlement.

52. To minimize disruption to households and communities, it is good practice for the cut-off to have a validity of one year or less. Two years should be the absolute maximum, after which an update of the census and eligibility for compensation would be warranted. Households and communities cannot be left in a limbo that could cause even more economic, social, and psychological disturbance than the move itself. The declaration of a cut-off date must be carefully planned so that the resettlement planning (particularly asset surveys) and the move can follow. While it is important not to start land acquisition too late to have sufficient time to plan and implement resettlement adequately, it is as important not to start too early or without absolute certainty about the implementation of the main project.

53. In cases where a cut-off has been declared and land acquisition is cancelled due to a change in footprint, project sponsors should consider compensation for the disturbance to previously affected residents, landowners, and land users.

E. Complex Eligibility Issues

i) Joint ownership and associated gender sensitivities

54. Most jurisdictions accommodate joint ownership of properties, whether land or houses. Where two or more co-owners jointly own an affected plot of land or a building, these co-owners will jointly receive the compensation, which must be split between them, either equally or according to the number of shares they hold in the affected property. If the co-owners jointly decide that the compensation should be in the form of a resettlement property, the co-owners become joint co-owners of the replacement resettlement property. The process of co-owner consent can be protracted where co-owners are many, do not agree between themselves, and/or do not live in the community.

55. Where spouses live on an affected property, and regardless of who is the registered or recognized owner (individual or joint ownership), it is good practice to seek the consent of all
spouses to the proposed compensation. Several jurisdictions mandate such consent, but even where it is not compulsory it should also be obtained (seek legal advice on the legal enforceability of such consent). House replacement is preferable to monetary compensation to ensure all spouses and household members benefit from compensation. Unfortunately, there are many examples of the male spouse misusing the cash to the detriment of the wife or wives and children:

- Buying items that are not of first necessity (such as a motorbike or car)
- Investing the money in a business that has scarce realistic chance of being successful
- Leaving the household to create a new household with a younger wife and abandoning the older wife and their children

56. While the formal consent of the female spouse(s) to the form of compensation is necessary, it may not be sufficient. More substantial awareness and empowerment training for women and men prior to compensation being delivered may be needed to ensure that decisions are made knowingly. Where compensation in-kind (for example, a replacement house) is not feasible, sharing cash compensation equally between the spouses is the best outcome—where this is not explicitly prohibited by legislation and is culturally acceptable). See box 2.2 for related issues.

Box 2.2. Examples of Gender and Vulnerability Issues Linked with Co-ownership

In a project in the Caucasus region, an elderly woman was found to live in a property that she co-owned with her two sons (equal shares), both living in cities. When asked in what form she would like to be compensated, she refused to give a clear answer and kept saying that she would accept whatever decision her sons would make, either a resettlement house in the area or cash compensation. However, her way of life (with backyard agriculture critical to her livelihood and well-being) was a clear indication that she might become impoverished and simply unhappy if she was relocated to an urban environment. Engagement with the two sons and the mother with the support of local authorities led to a better solution, whereby the mother got a small resettlement property in the project area, thereby allowing her to keep her way of life, while the two sons got some cash compensation.

In a mining project in West Africa, a household lived in three separate but nearby houses. The households consisted of two spouses of a deceased family head and several minor children. When requested to rule on eligibility by the project, the local resettlement committee decided that the elder son of the deceased family patriarch and his first wife (also deceased) would become eligible to receiving compensation on behalf of the whole household. The son initially decided that he would rather receive cash compensation. This posed a clear risk of homelessness to the two female spouses and their children. The project sought the intervention of respected local elders to raise the issue both with the resettlement committee and local authorities to reach a more balanced solution. Eventually, each of the spouses was provided with the most basic resettlement house while the son received some cash compensation. This slightly deviated from the common resettlement entitlements but was well accepted by the community as a solution to avoid impoverishment.

ii) Community ownership

57. Affected areas of land may be communally owned, with no individual usage rights. This is often the case for land that is not arable, such as rangelands, pasture, forest, woodlots, and wetlands. However, these pieces of land may be critical to livelihoods, particularly where they provide grazing
areas, timber or fuel wood, nontimber forest products (NTFP) or other “ecosystem provisioning services” as defined in PS6, paragraph 2. Where access to sufficient arable land is problematic, such communal natural resources are all the more important to livelihoods of the most vulnerable members of the population, who may hold no land and might receive no compensation as a result. It is therefore important to recognize the significance of communally owned land when considering resettlement sites, which should have similar natural resources and the potential for similar provisioning services nearby. It is also important in devising community entitlement and compensation systems. Considerations may include compensating communities for land they hold or use through in-kind improvements to road access, water, power, or health and education facilities.

58. Box 2.3 provides an example of community compensation in Georgia.

Box 2.3. Compensating Community-Based Organizations for Pasture Land in Georgia

<table>
<thead>
<tr>
<th>South Caucasus Pipeline Expansion (SCPX) Project, Georgia, 2011–2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>In the high altitude Tsalka district, the pipeline route has affected land held at the community level, which is mainly pasture land used for grazing by herds from this community. In order to compensate for this land, the project supported the establishment by communities of legally registered community-based organizations (CBOs), which have the legal ability to receive compensation and use it for community purposes. CBOs are established jointly by all residents and designate a board of trustees. Most CBOs decided to use part of the money for community purposes such as repairing a water system or a section of road and distribute the remainder to all members. The project supported the legal establishment of CBOs.</td>
</tr>
<tr>
<td>The project also looked closely into potential livelihood impacts of this land take. Land affected by the pipeline corridor was reinstated and returned to the communities after the end of construction, thus it can continue to be used for grazing with no significant livelihood impacts.</td>
</tr>
<tr>
<td>The project is also conducting livelihood surveys in the areas with potential long-term livelihood impact, such as permanent pump stations, to provide relevant information for future engagement with the community.</td>
</tr>
</tbody>
</table>

iii) Transient communities

59. Such communities may include seasonal workers who are present only temporarily in the affected area (for example, at the time of harvest), transhumant or nomadic herders, seasonal fisherpeople, hunters, seasonal workers, and so forth. Such groups may be affected by the loss of land or other natural resources such as water bodies, but usually they hold no rights and are often missed at the time of planning compensation and resettlement entitlements. In addition, there may be opposition from local sedentary communities or local authorities to conceding them any compensation entitlements.

60. It is important to identify such communities at the scoping stage. At the planning stage, consultations must be conducted with all relevant stakeholders (including both the transient and sedentary communities, and local authorities) to ensure that impacts are minimized, mitigated, or compensated. This may include one or several of the following measures:

- Minimize restrictions to access resources (for example, reinstate transit routes through or around the project footprint)
- Identify alternative natural resources (and negotiate with host communities to secure such resources)
• Introduce forage crops as a partial substitution to lost grazing land (although this will usually require time, effort, and precautions)

• Provide cash compensation to individuals (particularly seasonal workers that may have to find another job, or fisherpeople that lose direct income)

iv) Complex land rights

61. It is important to understand land tenure, management, and transmission systems in adequate detail as part of the baseline studies (see module 4.V., “The Land and Assets Survey”. Customary land rights can be very complex, with two or more layers of rights over the same piece of land, particularly where shifting slash-and-burn (swidden) agricultural systems are used:

• The community may have an overall customary ownership right managed by a council of elders or a land chief.

• Individual farmers are given a usage right by the community (or lineage) for a given period of time (typically one slash-and-burn cycle of a few years), then the land returns to community management during the time it is left fallow.

• Fallow land, although not cultivated at the time it is taken and perhaps not held in individual ownership (and therefore not automatically eligible for compensation or replacement), is important as a reserve of land and a way to manage soil fertility.

• The temporary farming right may be allocated to an extended family or clan, but within that group the land is then split between different households or individuals for cultivation; sometimes, two systems may coexist, with some land used at a broad family level under the leadership of an elder, while other land is allocated to households or individuals within the group.

• Areas within the same community may be managed differently. For example, there may be land where a slash-and-burn system is used, which falls under management modalities just described, while better and permanently used land is allocated to households or individuals on a permanent basis and could be sold or inherited.

• In some jurisdictions, all agricultural and forest land is deemed property of the state, with communities or farmers awarded only usage rights.

• There may be areas where local and nonlocal farmers are traditionally given different land rights.

62. Failing to recognize this complexity when devising a land compensation system may result in compensating the wrong beneficiaries (or only some of the right ones) and entail serious misunderstandings and conflict, which can be extremely difficult and time consuming to resolve.

v) Mortgages and liens

63. Where a property is held with an outstanding mortgage or other lien, the mortgage holder will seek to enforce it and seek repayment at the time of the transaction with the project. The resulting issue is that while the claim of the mortgage holder is legitimate, affected homeowners may be left without a home. The best course of action in such situations is the following:

• Identify mortgages or liens early

• Negotiate with the bank or other entity holding the mortgage and seek a tripartite agreement whereby the mortgage can be transferred to a replacement property.

• Allow for additional time to solve these issues.
64. Where land acquisition is undertaken by a state entity, some jurisdictions may withhold compensation unless the affected persons have cleared all arrears due to the state, particularly outstanding tax payments. Where this is the case, legal advice is needed, particularly where compensation is in the form of a resettlement package, and negotiations must take place, such that the affected persons are not left without compensation or shelter while the issue is resolved.

V. TASK 3: BASELINE SURVEYS

65. Baseline surveys are addressed in module 4, “Baseline Data Collection.”

VI. TASK 4: DEVELOPING COMPENSATION ENTITLEMENTS AND NEGOTIATING COMPENSATION PACKAGES

A. Entitlement Matrix

66. The entitlement matrix associates compensation entitlements to types of impacts and categories of affected persons. Types of impacts and categories of affected persons typically consider the following criteria and combine them as needed:

- Physical versus economic displacement
- Permanent loss of land versus temporary occupation
- Loss of formal ownership rights versus loss of informal usage rights
- Owners of agricultural land versus tenants and sharecroppers
- Owners of businesses versus operators and employees
- Landlords versus tenants
- Nonresidents versus residents (nonresidents could include landlords renting their properties out or transhumant or nomadic communities using the land only at certain periods).

Entitlements may include the following:

- A resettlement package that, depending on circumstances, may include a plot of replacement land with a house, an apartment, and/or agricultural land
- Cash compensation as mandated by local law
- Allowances on top of mandatory compensation meant to bridge gaps in local legislation against the full replacement cost requirement of PS5
- Other allowances to cover the cost of moving, registration, reestablishment of utilities, changing identification documents, enrolling children in new schools, discomfort and disturbance, and so forth
- Assistance in the form of noncash packages, such as training for livelihood restoration

67. Table 2.1 provides an example of an entitlement matrix.
### Table 2.1. Entitlement Matrix (based on an example in Central Africa)

<table>
<thead>
<tr>
<th>Affected asset or right holder</th>
<th>Eligibility conditions</th>
<th>Entitlements</th>
<th>Allowances</th>
<th>Livelihood restoration</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Homeowners with title</strong></td>
<td>At the time of the census, occupy a building on a residential land plot and hold a title to this plot and building</td>
<td>Replacement house on a residential plot with electricity and water supply located either at resettlement site 1 or 2</td>
<td>- Discomfort allowance (5 percent of the total compensation)</td>
<td>- Applicable to those in this category whose livelihoods are affected (either affected agriculture or affected businesses)</td>
</tr>
</tbody>
</table>
| **Ownership of a residential plot of land and house** | Eligibility to rooms as follows:  
  - Three-room house in replacement of a two-room house or less  
  - Five-room house in replacement of three and four room houses  
  - Any additional room beyond four is compensated either in cash or in building materials  
  - Replacement house standard as follows:  
    - Concrete floor, ceilings, brick partitions, internal doors, metallic entry door, metallic windows, Aluzinc roof  
    - Improved inside finish  
    - Double-ventilated improved pit latrine  
    - Residential plot of 400 to 450 square meters  
    - Access to low-voltage electricity and piped water through private connections  
    - Security of tenure: full perpetual property title  
    - Salvaging of materials from the affected structure  
    - Assistance to the move personal belongings and other movable assets | - Moving allowance (US$200 per person in 2017)  
 - Transition allowance (US$1,000 per household in 2017) | | |
<table>
<thead>
<tr>
<th>Affected asset or right holder</th>
<th>Eligibility conditions</th>
<th>Entitlements</th>
<th>Allowances</th>
<th>Livelihood restoration</th>
</tr>
</thead>
</table>
| **Informal occupants**        | Found at the time of the census to be occupying a residential dwelling unit but without title to the land | Compensation in cash for the affected structure at full replacement cost (with no depreciation deduction) and no compensation for land | • Discomfort allowance (5 percent of the total compensation)  
• Moving allowance (US$200 per person in 2017)  
• Transition allowance (US$1,000 per household in 2017) | Applicable to those in this category whose livelihoods are affected (either affected agriculture or affected businesses) |
| **Tenants**                   | Found at the time of the census to be renting a residential dwelling unit in agreement with the landlord | Rental reestablishment compensation equal to 12 months of rent of a one room apartment of at least similar standard in the nearest town (US$60 per month in 2017) times the number of rooms occupied in the affected dwelling by the affected tenants | Moving allowance (US$200 per person in 2017) | N.A. |
| **Farmers**                   | At the time of the census, be recognized by local community, authorities, and/or resettlement committee as the customary owner of an affected agricultural field | Replacement land of similar agricultural potential close to the resettlement site on a square meter per square meter basis  
No compensation in cash for agricultural land  
Compensation for annual crops per project rates at full replacement cost, revised annually  
Compensation for perennial crops per project rates at full replacement cost, revised annually | Land replacement assistance:  
• Replacement land preparation allowance, paid in cash, based on the cost of clearing and cultivating a piece of land of equal surface area (US$450 per hectare in 2017)  
• Transitional allowance | Eligibility of two household members to one livelihood-restoration package (two packages per household) |
| **Businesses**                | At the time of the census, be recognized as the owner of an affected business—a business operating in an affected piece of land | Compensation in cash for any immovable structures belonging to the business per replacement rates for structures  
Compensation for move of heavy equipment or similar  
Compensation or replacement of land if land is formally held  
Assistance for business relocation to a proper agreed site | Allowance for loss of business income during the reestablishment period, equal to three months of net income, revised annually, or to US$300 if no reliable appraisal of net income can be carried out | Eligibility of one household member to one livelihood-restoration package |
<table>
<thead>
<tr>
<th>Affected asset or right holder</th>
<th>Eligibility conditions</th>
<th>Entitlements</th>
<th>Allowances</th>
<th>Livelihood restoration</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Business employees</strong></td>
<td>At the time of the census, have a formal job with an affected business owner, or be recognized by the census and validated by the resettlement committee as an informal employee of an affected business</td>
<td>N.A.</td>
<td>Allowance for loss of income during the business reestablishment period or for termination of contract, equal either to three to six months (depending on the duration of disruption) of net income as evidenced by pay documentation, or to US$300 per employee if no pay documentation is available</td>
<td>N.A.</td>
</tr>
<tr>
<td><strong>Vulnerable people</strong></td>
<td>Be recognized as vulnerable following a participatory identification and screening process involving the resettlement committee or a specific vulnerability committee</td>
<td>Same entitlements indicated above Specific attention during the consultation and negotiation process, with individual sessions at home as warranted Additional assistance during the moving and reestablishment process Counselling and monitoring for three years after the move Liaison with government social welfare agencies to enlist relevant households into existing support programs</td>
<td>Transitional in-kind assistance (food aid, health support, health insurance as the case may be)</td>
<td>At least one package per household regardless of the magnitude of the impact and two packages per same eligibility criteria as generally applied</td>
</tr>
</tbody>
</table>

*Note: Entitlements are provided as examples only, as these are context specific.*
B. Valuation and Compensation Rates

i) Overview

68. PS5 requires that any compensation be calculated at “full replacement cost.” Full replacement cost is current market value plus transaction costs.

69. The key challenge in determining replacement cost is that, in developing and emerging countries, there is often no functional real estate market, particularly for land and structures located in rural areas. Thus, valuers find it difficult to identify analogue transactions on which to base their appraisal. Government agencies often use rates meant to be market based but may be outdated or miss local specificities. Cadastral values that are mandated for compensation in some jurisdictions are also usually inadequate. For any significant land-acquisition program, it is therefore advisable to undertake a valuation study, addressing land, structures, and crops, as well as ancillary costs such as moving, and to use local valuers under the supervision of a specialist well versed in international policies.

70. Table 2.2 illustrates how to determine full replacement cost in the framework of a valuation study for different types of assets.

Table 2.2. Compensation at Full Replacement Cost in Practice

<table>
<thead>
<tr>
<th>Type of asset</th>
<th>With functional real estate market</th>
<th>Without functional real estate market</th>
</tr>
</thead>
</table>
| Land          | Comparative method: Value of similar\(^a\) land in analogue transactions in the last six months. Land registry offices usually hold information on recent land transactions. In some countries these data may be publicly available on the website of the land registration agency. 

*Plus* cost of land preparation to level similar or better  
*Plus* transaction costs (registration, taxes, time lost, cost of transport) | Income method: Value of land assessed indirectly (income capitalization method)  
The method is based on an assessment of future income (net operating income) expected from the land divided by the capitalization rate (typically the long-term interest rate).  

*Plus* cost of land preparation to level similar or better  
*Plus* transaction costs (registration, taxes, time lost, cost of transport) |
| Buildings     | Value of similar\(^b\) building in analogue transactions in the last six months  
*Plus* transaction cost (registration, taxes, time lost, cost of transport) | Value of the acquisition or reconstruction of a similar structure (make enquiries with contractors or real estate agents if such exist)  
*Plus* transaction costs (registration, taxes, time lost, cost of transport) |
<p>| Annual crops  | Value of the produce on the market multiplied by average yield in the area (assessed by experienced agronomists) | |</p>
<table>
<thead>
<tr>
<th>Type of asset</th>
<th>With functional real estate market</th>
<th>Without functional real estate market</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perennial crops</td>
<td>Cumulative loss of income experienced between the removal of the tree and its reinstatement to a similar level of production&lt;br&gt; <em>Plus</em> cost of replanting</td>
<td><strong>Businesses</strong>&lt;br&gt;Loss of income experienced between the occurrence of the impact and the time that the business can reasonably be expected to be reinstated (typically three to six months for small businesses in emerging economies)&lt;br&gt; <em>Plus</em> cost of physical relocation of equipment and structures if applicable, and any legal (re-registration) and other costs</td>
</tr>
<tr>
<td>Transaction costs</td>
<td>Cost of registration of new property, cost of reestablishment of utilities at new site, cost of reestablishment of forms of identity and other legal documents (make inquiries with official agencies and utilities), and indirect costs of transportation and lost time to take care of formalities&lt;br&gt;Look at tax implication of the transaction for the affected households and offset any negative tax effect. If relevant, look at agricultural subsidy implications and offset any negative effect.</td>
<td><strong>Moving costs</strong>&lt;br&gt;Cost of transportation of personal belongings (assess average volume to transport and nature of assets)&lt;br&gt;Take account of any animals or agricultural equipment and storage of agricultural produce that may need to be moved. Inquire with moving companies if existing or truck or van rental companies and add the cost of workforce and lost time.</td>
</tr>
</tbody>
</table>

---

*a* For agricultural land: similar in general location, agronomic potential, and access. Land may be categorized (arable, arable irrigated, pasture, fallow, barren, and so forth as relevant). For residential or commercial land: similar in location and economic potential.

*b* Similar in location, type of construction, age, and level of amenities and finish.

**ii) Land**

71. Two methods are commonly used to approach market value:

- The comparative method bases the determination of the value of a plot of land on “analogue” transactions, that is, recent transactions on similar pieces of land in similar areas. The value of similar transactions is usually approached through information available in the land register. This can work when the number of recent transactions is sufficient to derive a significant average or median value. Typically, no less than five comparable transactions are required to achieve a reasonable level of confidence. While this is generally possible in countries with sophisticated land markets and in urban or suburban areas of developed and emerging economies, it is often difficult or impossible in less developed economies and traditional rural areas, where land markets are not active enough and/or most transactions are not registered. Note that using transaction values from the land registry may arrive at values lower than true values, as transactions are often underdeclared for tax reasons: data from the land registry should be compared to actual transactions on the ground to bridge this potential gap.
• Where the comparative method cannot be used, the income method can be substituted. The method is based on an assessment of future income expected from the land (such as agricultural or rental income) divided by the discount rate (typically the long-term interest rate). Results of the income method should be reviewed with caution by comparison to a national baseline, as it often provides underestimated results.

72. The following actions are recommended when considering land valuation:

• Use the comparative method wherever reasonably possible. Otherwise resort to the income method as long as it is used with caution and outcomes are critically reviewed. (Run sensitivity tests to assess the influence of changes in net operating income and capitalization rates.)

• Make sure that methodologies used to arrive at rates as well as the rates themselves are transparent to affected persons and that any differences can be explained simply and clearly.

• To the extent reasonable, simplify the structure of rates to arrive at more or less uniform values: for example, one rate for all affected pasture land, one rate for all nonirrigated arable land, and so forth.

iii) Buildings

73. Traditional buildings built by residents or by local contractors (such as the mud huts with thatched roofs that are common in many areas of rural Africa) can be valued through an estimate of the cost of labor and construction materials, while modern buildings should be valued on a case-by-case basis, as follows:

• Interview local contractors building traditional houses and the project-affected persons (PAPs) to determine the amount of labor required and any cash expenses (such as roofing, beams, thatching grass, nails or poles).

• Check local market prices for essential building materials such as bricks, cement, corrugated iron roofing sheets, carpentry items, and so forth.

• Categorize existing structures in a few generic groups and assign an average replacement cost (or a per square meter value) to each category.4

• Use a similar approach to obtain replacement costs for traditionally built ancillary structures, such as granaries, bread ovens, storage racks, poultry houses, animal sheds, and so forth.

• For modern structures with features such as concrete walls, tiles, inner plumbing, and so on, obtain the full replacement cost based on detailed bills of quantities typically used by real estate valuers after having verified that unit rates are up-to-date and no depreciation coefficients are used.

• Where the use of a predefined bill of quantities issued by central valuation boards or similar agencies is mandatory, make sure that unit rates are up-to-date and depreciation coefficients are not used.

• If depreciation has been included, eliminate it and update rates as warranted, and use the bill of quantities with “as new” unit rates for the building components.

4 For example, category 1: raw bricks, thatch roof; category 2: fired bricks, thatch roof; category 3: raw bricks, corrugated metal roof; category 4: fired bricks, corrugated metal roof.
iv) Annual crops

74. To value annual crops, the following approach is commonly used:
   - Compensate based on the gross market value of the harvest including farming expenses such as soil preparation, application of fertilizers, weeding, and pest control which should not be deducted).
   - Identify local market price in a survey of the closest markets where affected persons sell their crops.
   - Monitor price fluctuations over a one-year cycle or so (or use secondary data when available from national economic statistics institutes) and take these fluctuations into account when computing the crop market value.
   - Update crop compensation rates on a yearly basis to take account of price fluctuations.
   - Use the same approach for biennial or triennial crops such as tubers or forage crops, simply multiplying the annual gross product by the number of cycles lost.
   - Where crops are mixed (more than one crop planted together in one field), investigate typical crop mixes (for example maize 40 percent and bean 60 percent) used by farmers and devise rates for these mixes based on average estimates of ground covered by each of the crops in the mix multiplied by the average yield of each crop, or an estimate of the combined yield of the mix based on local expert opinion.
   - If applicable (if replacement land is provided), include a land-preparation allowance in the compensation for crops.

v) Perennial crops

75. The calculation of the full replacement cost for perennial crops (for example, fruit trees) requires consideration, not only of the production of the crop over one year, but also the cost of reestablishing the crop (seedlings, soil preparation, fertilizer, pest control, and so on), as well as the lost income during the period needed to reestablish the crop, that is, for the tree to achieve the same productive level. The following formula components can be used:
   - V = average market value of the produce of one tree for a year (product of the market value of the fruit by the yield)
   - D = average time required to reestablish the tree to its previous production level, in years
   - CP = cost of planting (seedling, soil preparation, and initial fertilization)
   - CL = cost of labor and inputs required to maintain the crop during the time needed to reestablish it to its previous production level (fertilizer, pest control, pruning, and so forth)

76. The compensation amount C is determined by application of the following formula:

\[ C = V \times D + CP + CL \]

77. The parameters in the compensation formula are commonly obtained as follows:
   - V, which is the product of the market value of the fruit by the yield, is obtained by survey of regional markets and direct interviews with affected farmers, with inputs by local agronomists or agricultural extension workers.
   - D can be obtained from secondary agronomic references, usually available from research institutes and confirmed by the local agronomists. For the purpose of calculating D, trees
are often categorized in three or four categories (for example, seedling, young nonproductive, and adult productive), each of these being assigned a value of D in years.

- CP and CL are estimated based on crop agronomic requirements and interviews with affected farmers and local agronomists.

78. Table 2.3 provides an example of calculation of compensation rates for trees (Rwanda).

79. Opportunistic planting of trees to obtain compensation is not uncommon, and box 2.4 provides an example of handling this issue.

Box 2.4. Managing Compensation Associated with Tree Planting

South Caucasus Pipeline Expansion (SCPX) Project, Georgia

SCPC\(^a\) is currently expanding the gas transport capacity through the new pipeline looping in Georgia and acquired land for this purpose from 2012–2016. The following policy was applied for tree compensation:

- Compensation rates were carefully established, and peer reviewed to respect the full replacement cost criterion to avoid any under/over-compensation.

- While rates are established on a per tree basis, they are associated with maximal plantation densities, resulting in a maximal rate per hectare that cannot be exceeded: if the planting density is clearly above established agronomic standards, the plantation is still compensated based on the maximal agronomically reasonable density.

- Seedlings are compensated based on a flat rate basis that covers the direct cost of planting (subject to the maximal density criterion mentioned above) but takes no consideration of the future productivity of the tree to avoid opportunistic planting.

This policy has generally been successful resulting in minimal levels of opportunistic planting and associated grievances.

\(^a\)A consortium of national and international oil and gas companies and owner of SCP pipeline.
Table 2.3. Example of Tree Compensation Calculation (Rwanda)

<table>
<thead>
<tr>
<th>Species</th>
<th>Average yield (kg per plant)</th>
<th>Period between seedlings and first harvest (years)</th>
<th>Period from the first harvest to full crop maturity (years)</th>
<th>Market price (RF per kg)</th>
<th>Lost income during the period with no production (RF)</th>
<th>Lost income from the beginning of the production to full crop maturity (RF)</th>
<th>Lost Income for a mature crop tree (RF)</th>
<th>Price for a seedling (RF per seedling)</th>
<th>Labor required to restore a tree to full crop maturity (daily wage times days of work)</th>
<th>Age of a tree at full crop maturity (years)</th>
<th>Compensation rate for a young non-productive tree (RF)</th>
<th>Compensation rate for a young productive tree (RF)</th>
<th>Compensation rate for a mature tree (RF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grafted mango tree</td>
<td>40</td>
<td>5</td>
<td>1</td>
<td>85</td>
<td>17,000</td>
<td>1,700</td>
<td>18,700</td>
<td>100</td>
<td>17,500</td>
<td>7</td>
<td>14,850</td>
<td>31,700</td>
<td>36,300</td>
</tr>
<tr>
<td>Orange tree</td>
<td>22</td>
<td>3</td>
<td>2</td>
<td>200</td>
<td>13,200</td>
<td>4,400</td>
<td>17,600</td>
<td>250</td>
<td>17,500</td>
<td>15</td>
<td>8,600</td>
<td>20,317</td>
<td>35,350</td>
</tr>
<tr>
<td>Citrus tree</td>
<td>22</td>
<td>3</td>
<td>2</td>
<td>450</td>
<td>29,700</td>
<td>9,900</td>
<td>39,600</td>
<td>250</td>
<td>17,500</td>
<td>15</td>
<td>16,850</td>
<td>39,567</td>
<td>57,350</td>
</tr>
<tr>
<td>Pineapple tree</td>
<td>20</td>
<td>1</td>
<td>2</td>
<td>95</td>
<td>1,900</td>
<td>1,900</td>
<td>3,800</td>
<td>250</td>
<td>5,000</td>
<td>5</td>
<td>1,700</td>
<td>5,100</td>
<td>9,050</td>
</tr>
<tr>
<td>Banana tree</td>
<td>35</td>
<td>1.0</td>
<td>1</td>
<td>70</td>
<td>2,450</td>
<td>1,225</td>
<td>3,675</td>
<td>500</td>
<td>3,500</td>
<td>10</td>
<td>1,900</td>
<td>4,088</td>
<td>7,675</td>
</tr>
<tr>
<td>Avocado tree</td>
<td>35</td>
<td>5</td>
<td>2</td>
<td>150</td>
<td>26,250</td>
<td>5,250</td>
<td>31,500</td>
<td>250</td>
<td>10,000</td>
<td>15</td>
<td>15,042</td>
<td>33,125</td>
<td>41,750</td>
</tr>
<tr>
<td>Papaya tree</td>
<td>30</td>
<td>1</td>
<td>2</td>
<td>70</td>
<td>2,100</td>
<td>2,100</td>
<td>4,200</td>
<td>100</td>
<td>17,500</td>
<td>7</td>
<td>2,400</td>
<td>8,250</td>
<td>21,800</td>
</tr>
<tr>
<td>Goyava tree</td>
<td>40</td>
<td>1.5</td>
<td>1</td>
<td>80</td>
<td>4,800</td>
<td>1,600</td>
<td>6,400</td>
<td>100</td>
<td>17,500</td>
<td>4.0</td>
<td>5,781</td>
<td>14,450</td>
<td>24,000</td>
</tr>
<tr>
<td>Passion Fruit tree</td>
<td>20</td>
<td>1</td>
<td>2</td>
<td>300</td>
<td>6,000</td>
<td>6,000</td>
<td>12,000</td>
<td>300</td>
<td>17,500</td>
<td>9</td>
<td>4,272</td>
<td>13,189</td>
<td>29,800</td>
</tr>
<tr>
<td>Tree tomato tree</td>
<td>20</td>
<td>1</td>
<td>2</td>
<td>400</td>
<td>8,000</td>
<td>8,000</td>
<td>16,000</td>
<td>250</td>
<td>17,500</td>
<td>9</td>
<td>5,222</td>
<td>16,139</td>
<td>33,750</td>
</tr>
</tbody>
</table>

Note: kg = kilograms; RF = Rwandan franc.
vi) Businesses

80. Business compensation includes compensation for land, buildings, and other immovable assets owned by the business and is based on the same rules as those applied to households (full replacement cost). The specificity to businesses is that compensation should also offset business losses (lost income) during the period of transition, as well as the cost of reestablishing the business elsewhere, if applicable, which may be significant for mid-size and large businesses.

81. The general principle for business-loss compensation is to assess losses of income incurred during disruption of business activities and the period required to reestablish the business elsewhere. These losses also need to be evaluated for business employees. The losses are equal to the monthly salary times the number of months needed to reestablish the business in another location (typically between three and twelve months). With regards to the business owner, the assessment of business loss is either based on net income as declared to the tax authorities for the past year, or on a joint assessment if the business is informal. For the smallest businesses (kiosks, roadside stalls, and so forth), an approach similar to that for traditional structures (see section VI.B.iii, “Buildings” of this module) is advisable to simplify the process. Small businesses can be categorized and a general estimate calculated of their income, with a reasonable top-up to cover any unforeseen losses. Box 2.5 shows an example of such an approach.

Box 2.5. Compensating Impacts to Small, Roadside Businesses

Liaison Riviera Marcory, Côte d’Ivoire

Baseline surveys indicated that businesses affected by the project could fall into three categories:

Microbusinesses, usually a woman on the street side selling prepared food or small, everyday items such as soap, cigarettes, phone cards, and so forth, with no immovable structure.

Small formal businesses, typically family owned and family operated but not always. In the most complex situations, a salaried operator may take care of the business on behalf of the business owner in premises owned by a third person. Such businesses included stationery and photocopying shops, small restaurants or bars, tailors, and so on. These businesses would usually be operated in small structures (registered or not), not necessarily owned by the same person as the owner or operator of the business. Most of these businesses have some employees or apprentices.

Large formal businesses, usually owned and/or operated by limited liability companies, such as filling stations, large restaurants, supermarkets, maintenance workshops, and so on. All of these businesses have employees.

After consultation with business owners and operators of all three categories, the RAP provided for the following entitlement principles:

Microbusinesses were compensated on a uniform flat rate, assuming an average net income of about US$5 per day and a disruption period of one month (total compensation US$150).

Small formal businesses were compensated based on a three-month disruption period, generally assumed to be sufficient to identify and secure suitable premises to relocate the business (except a few cases where this period was extended, such as a small sawmill that required more space than others). The monthly income was calculated based on records if these were usable, or on a self-declaration by the owner. In addition, any immovables were compensated based on a replacement cost appraisal. Business operators received a moving allowance. Employees were compensated

---

5 With the possibility to use an average over the previous three years.
based on a three-month salary allowance paid directly to them. Finally, assistance to relocate was provided by the resettlement unit (contacts with estate agents, joint visit of proposed premises, business planning in the new location, and so on).

Large formal businesses were addressed through case-by-case negotiation, with lawyers typically involved and some fairly complex land tenure situations.

While the microbusinesses usually took their cash and were satisfied, the second category of small businesses proved difficult to manage, generating a significant number of grievances. This was mainly because the initial census had not fully identified the intricacies of business ownership and operation, which proved much more complex than expected. When the census staff contacted businesses, they would typically interview the business operator and fail to identify that other stakeholders could be affected, such as the owner of the premises, the owner of the land, the owner of the business itself, employees, and so forth. This highlights the importance of identifying all interests in businesses at the time of conducting the census.

vii) Value update

As a general rule, in projects where land acquisition and compensation may take place over several years (or where land-acquisition implementation is delayed), compensation rates should be updated every year. This is particularly necessary for crop rates, as the value of most crops can fluctuate significantly in relation to fluctuations in both world and local markets. Sometimes an update will also be necessary if market prices have changed between the initial surveys and the actual payment of compensation. Box 2.6 provides an example of the rate-update process followed by a mining project in Central Africa.

Box 2.6. Price Monitoring and Compensation Rates Update

Tenke-Fungurume Mining, Democratic Republic of the Congo, 2006–Present

The project established a set of rates applicable to crops, trees, and structures, as well as certain improvements and developments on land such as clearing and ploughing (land per se is not compensated as it is deemed State property). These rates, particularly those applicable to crops, are based on a detailed agronomic study (to establish yields) and market monitoring (to establish selling prices).

While the agronomic study is a “one-off” (notwithstanding annual variability it is assumed that average yields do not change significantly over time), the market survey is an ongoing exercise: prices are monitored in a number of markets neighboring the mine concession area four times a year to capture the extent of seasonal variations, and a rate update is produced yearly, with updated rates made publicly available. In addition, the company pays compensation in U.S. dollars rather than in Congolese Francs to protect affected persons from currency depreciation.

C. Land-for-Land versus Cash Compensation

83. PS5 provides that “Where livelihoods of displaced persons are land-based, or where land is collectively owned, the client will, where feasible, offer the displaced land-based compensation” (paragraph 9). Resettlement research and experience indicates that cash compensation put displaced households at risk of impoverishment and could lead to aggravated gender gaps, as described in sections IV.D., “Validity of Cut-Off Date and Subsequent Changes” and IV.E.i, “Joint ownership and associated gender sensitivities” of this module.

84. A few countries have legislation that explicitly allows land-for-land compensation. Where this is not the case, legal means can usually be found to accommodate land-for-land transactions (for example, exchange agreements or double sale-purchase agreements).
85. Exceptions to the general principle of compensating in kind are acceptable only when overall impacts to housing, access to land, and livelihoods are manageable, for example when the following conditions are met:

- There is an active land and real estate market that will allow people to replace their lost assets (as long as they have been valued at full replacement cost).
- Certain households may have alternative housing or alternative land available, in which case it may be acceptable for them (and them only) to receive cash in lieu of the land-for-land compensation package.
- In linear projects, impacts on a household's overall land holdings may be benign or temporary (particularly pipelines and transmission lines), and cash may be acceptable for a majority of affected landowners.
- Social circumstances are such that cash will not be used to settle debts or meet immediate (or less immediate) needs.
- A gender-impact analysis has been done that demonstrates that cash compensation will not deteriorate the circumstances of women members of the household.

D. Consultation and Negotiation

86. This is described in detail in module 3, “Stakeholder Engagement,” particularly in section V.C., "Affected Communities”.

VII. TASK 5: SELECTING AND PLANNING RESETTLEMENT SITES AND HOUSING

A. Resettlement Site Selection

i) Process

87. Resettlement site selection is an iterative process, which includes the following steps:

- Preidentification by project team (or consultants) in consultation with affected communities of several potential alternative sites
- Preliminary technical and economic studies of these sites (availability of water, geotechnical characteristics, cost of access infrastructure, and so forth)
- Preliminary consultation with host communities
- Validation of a final list of potential resettlement sites
- Consultation with relevant local authorities and affected community(ies), including visits of selected sites with the relevant resettlement committees

ii) Key criteria

88. The selection of resettlement sites is often based predominantly on size and planning criteria. However, unsuitable resettlement sites have been an important factor in failed resettlements, mainly because people were unable to restore their livelihoods. Livelihood restoration must therefore be included in the review as one of the key drivers.

89. Key criteria for preselection of resettlement sites in both rural and urban contexts are shown in table 2.4.
<table>
<thead>
<tr>
<th>Criterion</th>
<th>Rural</th>
<th>Urban</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Livelihoods</strong></td>
<td>Land sufficient in size and potential (arable, grazing, forest, and/or fishing access as applicable) without any significant secondary displacement</td>
<td>No secondary physical or economic displacement of any significance</td>
</tr>
<tr>
<td></td>
<td>Access to agricultural extension services and markets</td>
<td>Public transport availability and affordability</td>
</tr>
<tr>
<td></td>
<td>Access to alternative livelihoods, including project employment, if relevant</td>
<td>Distance from and access to employment areas where affected persons are employed</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Access to alternative livelihoods, including project employment, if relevant</td>
</tr>
<tr>
<td></td>
<td>Security of tenure for residential and agricultural land potential</td>
<td>Security of tenure for houses or apartments potential</td>
</tr>
<tr>
<td><strong>Planning and construction</strong></td>
<td>Size of residential area</td>
<td>Size of residential area and/or apartments</td>
</tr>
<tr>
<td></td>
<td>Geotechnical characteristics, slope, and drainage</td>
<td>Access to sustainable water and power</td>
</tr>
<tr>
<td></td>
<td>Availability of water for drinking and other uses</td>
<td>Access to sustainable education and health services</td>
</tr>
<tr>
<td></td>
<td>Access to sustainable power and fuel supplies</td>
<td>Spatial planning and building permits potential</td>
</tr>
<tr>
<td></td>
<td>Access to sustainable education and health services</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Spatial planning and building permits potential</td>
<td></td>
</tr>
<tr>
<td></td>
<td>No need for site to be displaced again in the future (away from ore deposits or planned infrastructure, climate change resilience)</td>
<td></td>
</tr>
<tr>
<td><strong>Sociocultural</strong></td>
<td>Sociocultural compatibility between resettled and host communities</td>
<td>Sociocultural compatibility between resettled and host communities</td>
</tr>
<tr>
<td></td>
<td>Impacts to local political balance</td>
<td>Impacts to local political balance</td>
</tr>
<tr>
<td>Criterion</td>
<td>Rural</td>
<td>Urban</td>
</tr>
<tr>
<td>-----------</td>
<td>-------</td>
<td>-------</td>
</tr>
<tr>
<td>Impacts to demographic balance between administrative subdivisions</td>
<td>Impacts to demographic balance between administrative subdivisions</td>
<td></td>
</tr>
<tr>
<td>Access to religious and sacred sites, including cemeteries</td>
<td>Access to religious sites, including cemeteries</td>
<td></td>
</tr>
<tr>
<td>No impacts to protected areas, critical habitats or protected species</td>
<td>Located away from potential environmental and health risks</td>
<td></td>
</tr>
<tr>
<td>Long-term climate change resilience (away from potential sea-level rise risks, inundation resilience, and so on)</td>
<td>Long-term climate change resilience (away from potential sea-level rise risks, inundation resilience, and so on)</td>
<td></td>
</tr>
<tr>
<td>Manageable impacts to land and land use. (No significant physical or economic secondary displacement should occur, and if limited secondary displacement does take place, it should give rise to the same compensation entitlements as the primary displacement.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No health or environmental impacts from project or other factors to the resettlement site (Environmental impacts of the resettlement site can be managed and mitigated.)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

90. In rural areas, it is advisable to propose an option between two or more resettlement sites with different characteristics from a livelihood perspective:

- One more “urban” resettlement site where resettlers may have employment or small business opportunities (or one that is close to project employment opportunities)
- One (or several) more “rural” resettlement site(s) for those that prefer agriculture-based livelihoods

91. Where several communities are displaced, it may be socially unacceptable to resettle different communities to one site for sociopolitical, religious, tribal, clan, or other cultural reasons. Also, the impact of resettlement on the balance of traditional and political power is often an important determinant of communities’ and leaders’ responses to proposed resettlement sites. Certain locations may have specific significance to communities and their leaders from a political power perspective (for instance, shifting to the territory of different political parties or traditional foes).

**iii) Host communities**

92. Land already used for agriculture or other purposes may have to be acquired for resettlement sites. The magnitude of impacts to host communities should therefore be verified, and any displacement in host communities should be avoided wherever possible. If in spite of these efforts some unused private land is still required for the resettlement site, the same entitlement matrix
should apply to compensation for affected landowners and farmers as the one applicable to primary impacts, with compensation for land, crops, and structures and inclusion in livelihood-restoration programs, as warranted.

93. In addition to such compensation and livelihood-restoration benefits to landowners or the host community, getting host communities to agree to give unused land for resettlement sites is usually facilitated by negotiated trade-offs such as the following:

- Improvements to host community infrastructure (for example, roads, water, and power)
- Social facilities (such as schools, health centers, community halls, and recreational centers)
- Inclusion of host community residents in community development initiatives

iv) Agreement

94. The project must obtain the displaced community’s agreement to the proposed resettlement sites as well as to site development options (infrastructure, level of equipment, type of water and electricity service, and so on). The local administration’s and the host community’s agreement will be required too, and the project must follow any permitting and spatial planning processes mandated by local legislation.

95. Where impacts to host communities are significant, it is advisable to establish a host committee to negotiate the trade-offs and seek formal agreement on the development of a resettlement site in the territory of the host community. Any benefits targeting the host community should be covenanted in the formal agreement documentation.

96. The outcomes of the site selection exercise and associated consultation must be documented in the RAP.

B. Security of Tenure

97. Resettled people must receive security of tenure at resettlement sites (PS5, paragraph 22). Options for providing security of tenure will depend on national law and tenure systems, but may include the following:

- A title deed to land acquired in a sale purchase or exchange agreement (the cost of which is covered by the project sponsor)
- A title deed to land donated by the local government
- A title deed to land provided by the host community
- Communal titles
- Particularly in urban resettlement, a pay-to-own scheme sponsored by a housing agency or a cooperative housing arrangement
- A long-term leasing or occupancy arrangement if a full and perpetual ownership title is not achievable

98. The following activities should be undertaken to achieve security:

- Include in the legal review done at the scoping stage the description of the process required to achieve security of tenure, which depends on the legal framework of the jurisdiction
- Where practical, seek the allocation of an officially registered full title of perpetual ownership
• In jurisdictions where land is the property of the state, consider formalized and officially registered long-term leases or occupancy permits
• Consider titles in the name of both spouses where possible
• Provide assistance to affected persons in registering their resettlement property (for example, negotiate a one-window shop with the relevant authority)
• Cover all cost of providing titles to resettled people, including hidden cost such as transport and time lost (see section VI.B., “Valuation and Compensation Rates” of this module)

C. Resettlement Site Planning

i) General

99. The factors presented in table 2.5 should be considered when planning resettlement sites. It is paramount to consult on potential plans with resettlement committees and in focus groups representative of the different layers of the affected population.

Table 2.5. Key Factors to Consider When Planning for Resettlement Sites

<table>
<thead>
<tr>
<th>Both urban and rural sites</th>
<th>Rural</th>
<th>Urban</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compliance with local planning regulations and norms</td>
<td>Potential for tree plantations, woodlots, and orchards in the resettlement site</td>
<td>Access to public transport, including new stops if required</td>
</tr>
<tr>
<td>Planning, development principles and infrastructure technical options that are proven in the local context</td>
<td>Potential for gardens in the resettlement site, adjacent to each residential plot or as allotments</td>
<td>Safety of children when accessing schools (protected paths and crossings)</td>
</tr>
<tr>
<td>Climatic factors, particularly with regard to flood protection and erosion potential, with consideration of climate change where relevant</td>
<td>Commercial spaces (for instance, dedicated strips along streets or central market places)</td>
<td>Commercial spaces (for instance, at ground level of apartment blocks)</td>
</tr>
<tr>
<td>Space efficiency (to minimize footprint and cost) by considering smaller residential plots and semidetached or terraced houses, potentially two-storied, and separating subsistence gardens (on an “allotment” model) from the built-up areas</td>
<td>Space for cultural facilities</td>
<td>Playgrounds and recreation</td>
</tr>
<tr>
<td>Allocation of sufficient space for communal uses (public facilities, playgrounds, parks, markets, and kiosks)</td>
<td>Availability of mobile phone network</td>
<td>Connection to networks (telephone, electricity, drainage, drinking water, sewerage)</td>
</tr>
<tr>
<td>Cultural factors, such as how</td>
<td>Feasibility and long-term sustainability of reticulated piped water supply versus wells or boreholes</td>
<td>Potential for additional apartments or houses to be sold on the market to people other than the displaced households, and related potential for public sector involvement in the development of the site</td>
</tr>
<tr>
<td>Both urban and rural sites</td>
<td>Rural</td>
<td>Urban</td>
</tr>
<tr>
<td>----------------------------</td>
<td>-------</td>
<td>-------</td>
</tr>
<tr>
<td>and where people cook (inside or outside), while at the same time incentivizing changes where some life activities may not be sustainable in the long term (for example, use of open cookers that require large amounts of fuel wood)</td>
<td>versus piped sewerage systems</td>
<td></td>
</tr>
<tr>
<td>• Location of existing and proposed public facilities, particularly education, health, and transportation (also police, justice, administration, and others)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**ii) Resettlement without a resettlement site**

100. The most common approach in resettlement is to select, plan, and build a dedicated site for displaced people. Alternative approaches (like so-called “in-fill” resettlement, based on the purchase of existing or new properties within existing communities) can also be considered, particularly where numbers of displaced people are relatively small and in urban settings. “In-fill” resettlement can have various benefits, including:

- Enhancing the social mix and achieving a better integration of the resettlers in the broader community
- Achieving easier, and quicker implementation
- Opportunities where resettlers fit into new developments constructed by the private sector predominantly meant for other people.

101. Consider the following when assessing the feasibility of in-fill resettlement:

- Can the number of displaced people be accommodated in existing properties?
- Does the timing of availability of properties match the timing of displacement?
- Do the characteristics and location of available properties match the socioeconomic characteristics of the displaced population?
- Does consultation show that there is overall interest for this type of solution?
- Will the displaced households be able to maintain their family and community support networks?
- Will access to employment, education, and health facilities be maintained or improved compared to the prereSETTLEMENT situation?
- What is the cost compared with that of a developing a specific resettlement site?
D. Housing Design

102. Key factors to consider when designing housing are presented in table 2.6. Here, too, consultation is essential, giving attention to the views of different layers in the population (men and women, adults and children, and so forth).

**Table 2.6. Key Factors to Consider in Resettlement Housing**

<table>
<thead>
<tr>
<th>Both urban and rural</th>
<th>Rural</th>
<th>Urban</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compliance with local regulations and norms</td>
<td>Changes in way of life that the house design may entail, particularly for cooking, and access to drinking water and toilets for example, flush toilet versus dry latrine), and cultural acceptability of these changes</td>
<td>Social, cultural, and gender acceptability of house or apartment layout</td>
</tr>
<tr>
<td>Construction materials and techniques that are proven in the local context</td>
<td>Privacy</td>
<td>Balconies</td>
</tr>
<tr>
<td>Cost and ease of maintenance</td>
<td>Security and risks of theft</td>
<td>Electrical safety</td>
</tr>
<tr>
<td>Reasonable improvement over previous housing</td>
<td>Cultural and gender acceptability of house layout</td>
<td>Gas safety</td>
</tr>
<tr>
<td>Involvement of local contractors in design, construction, and maintenance</td>
<td>Storage space for farm produce</td>
<td>Fire safety</td>
</tr>
<tr>
<td>Guarantee period of no less than one year—more as warranted by technical sophistication of houses</td>
<td>Storage space</td>
<td>Security</td>
</tr>
<tr>
<td>Climatic factors and energy efficiency, particularly in terms of ventilation and heating</td>
<td></td>
<td>Technical solutions for heating or cooling in apartment blocks, including access to source of energy and maintenance cost</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Accessibility for people with disabilities</td>
</tr>
</tbody>
</table>

E. Self-Build

103. In some cases, and in consultation with the affected community, projects may elect to provide support to resettlers to build the replacement house themselves. Table 2.7 provides guidance on why and how this can be a good solution and risks that it may entail. See also module 6.IV.A, “Models for Organizing Site Development and Housing Construction”.

Table 2.7. Advantages and Disadvantages Self-Build Solutions

<table>
<thead>
<tr>
<th>Advantages</th>
<th>Disadvantages</th>
<th>Mitigations</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Resettlers plan and build for themselves and take responsibility and ownership</td>
<td>• Compensation misuse, with the outcome that not enough money remains available to build the resettlement house</td>
<td>• Make sure arrangements were made through consultation and are clear to all in the community</td>
</tr>
<tr>
<td>• Local contractors and workers from the community get work</td>
<td>• Occupational health and safety issues at the work site</td>
<td>• Pay house compensation in instalments as construction progresses</td>
</tr>
<tr>
<td></td>
<td>• Quality issues (potential for substandard design and construction)</td>
<td>• Provide approved designs and specifications</td>
</tr>
<tr>
<td></td>
<td>• Aesthetics</td>
<td>• Provide approved materials</td>
</tr>
<tr>
<td></td>
<td>• Risks that schedules are not met</td>
<td>• Provide trained builders</td>
</tr>
<tr>
<td></td>
<td>• Difficulties for vulnerable people</td>
<td>• Provide construction assistance, training, and supervision</td>
</tr>
<tr>
<td></td>
<td>• Reputational risks for the project if the replacement houses are poorly constructed or not durable</td>
<td>• Make contingencies for vulnerable people (for example, the project builds for them) and those not meeting construction deadlines (for example, the project takes over and completes the house—conditions for this to be discussed and agreed with community beforehand)</td>
</tr>
</tbody>
</table>

F. Temporary Accommodation

104. Putting displaced people in temporary accommodation to make way for the main project construction while final resettlement housing is still being planned and built must be avoided:

- People move twice rather than once and experience double the disruption as a result.
- Compensating the additional disruption in cash will usually not offset the psychological and livelihood impacts and can result in numerous and difficult grievances.
- Livelihood-restoration activities cannot start until people are in their final accommodation and are protracted as a result.
- More generally, the process of starting a new life in the final resettlement location is delayed, which is particularly detrimental to children and the more vulnerable members of the community.

105. Therefore, projects must avoid temporary accommodation and adapt their construction, land access, and resettlement schedules such that it never becomes necessary.

106. However, temporary relocation for a few weeks or months may be acceptable in the event of temporary impacts such as noise dust, vibration, and safety issues during project construction. The cost of moving temporarily and then returning home should be entirely covered by the project, and reasonable compensation of the disruption should be negotiated.
G. Public Facilities

i) Health, education, and other services

107. Depending on local standards for health and education services, specific facilities may have to be built at resettlement sites. Key guidance for such facilities include the following:

- Check whether it is feasible and sustainable to strengthen the capacity of existing neighboring facilities rather than building new dedicated structures.
- Use designs accepted by national authorities for schools, clinics, health posts, police stations, and so forth.
- Include equipment (for example, furniture for schools, basic medical equipment for health posts or clinics) per national requirements and standards.
- Consider the needs of host communities when designing new facilities or upgrades to existing structures.
- Make sure beforehand that personnel to operate and maintain the facilities can be allocated and paid for by competent authorities (for example, ministries or departments in charge of education or health).
- Transfer the facility at the end of the guarantee period to the relevant authority.

ii) Water, sanitation, and power

108. In rural areas, an array of technical solutions can be considered for drinking water, sanitation, and power supply. In urban areas, choices are more restricted as networks are usually already established and readily available. The key driver to the identification of the most adequate technical solutions for water supply, sanitation, and electricity supply is long-term sustainability. The most critical factors that must be considered when reviewing solutions are shown in table 2.8.

Table 2.8. Key Factors to Consider in Water, Sanitation, and Power

<table>
<thead>
<tr>
<th></th>
<th>Cost of investment</th>
<th>Cost of operations</th>
<th>Ease of maintenance</th>
<th>Local availability of maintenance skills</th>
<th>Potential for involvement and development of the local private sector (and the resettlers themselves)</th>
<th>Chemical and bacteriological quality of water</th>
<th>Taste of water (which may be different from what people are used to)</th>
<th>Training requirements along the water production and distribution chain</th>
<th>Cultural adequacy and acceptability</th>
<th>Environmental and health impacts</th>
<th>Safety</th>
<th>Safety</th>
<th>Reliability</th>
</tr>
</thead>
<tbody>
<tr>
<td>All services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Drinking water</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sanitation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Power</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
H. Handover

109. Handover of resettlement sites to competent municipal authorities is an important factor for long-term sustainability and should be considered at the commencement of site selection and planning activities. For example, if a local municipality is expected to take over garbage collection at a resettlement site, it must be involved in the design and location of garbage skips. The same applies to street maintenance, public lighting, drainage, sewage, and so forth. Handover is addressed in further detail in module 6.VII., “Task 2D (Physical Displacement): Handover of Resettlement Sites and/or Apartment Buildings.”

I. Graves and Graveyards

110. Relocation of graves and graveyards is always sensitive and should be avoided wherever possible. See box 2.7 for an example of how it has been handled. If relocation is unavoidable, the following points should be used as guidance:

- Engage the community on the acceptability of disturbing and moving graves and seek its views on an appropriate relocation site and necessary precautions and ceremonies.
- Review local permitting and sanitary regulations applicable to transfer of human remains and engage relevant experts (cultural and sanitary experts and specialized accredited contractors).
- Seek to identify next-of-kin and obtain their permission (many countries have specific legal requirements in this respect).
- Consult with relevant religious authorities to understand what rites and rituals may be necessary at the time of the transfer.
- Locate new graves or graveyards in compliance with applicable sanitary and spatial planning regulations and in consultation with affected and host communities.

VIII. TASK 6: PREPARING RAP/LRP DOCUMENTATION

A. Implementation Strategies and Schedule

111. Defining implementation strategies is important to resettlement planning and must be reflected in the RAP or LRP. This is discussed in module 6, “Implementation.”

112. The RAP or LRP must include an implementation schedule (see example in table 2.9). The following information should be presented:

- Main resettlement tasks
- Start date, duration, and planned completion date for each task (including initial engagement and consultation)
- Any important dependencies between tasks
- The relation of resettlement activities to the general project construction schedule

113. The schedule should also show key consultation and negotiation milestones, the duration of livelihood-restoration activities, as well as the timing of external monitoring reviews and, where applicable, the RAP completion audit. Climatic factors may have to be considered (for example, rainy season impeding construction work or surveys).
Box 2.7. Grave Relocation

Karot Hydropower project (HPP), Pakistan

Land acquisition for the 720 megawatt Karot HPP required the resettlement of the entire village of Karot from the right bank of the Jhelum River in northern Pakistan. The resettlement included the relocation of 16 graves of former village residents. In addition to the consultation with affected families and the local religious leaders, the project management sought the guidance of Islamic scholars and imams on the appropriate procedures for shifting the remains of the deceased, including obtaining of a fatwa (religious opinion) from the renowned Islamic institutions in Lahore and Islamabad. Under the supervision of local religious persons and family members, the Karot Power Company arranged the disinterment and transfer of remains of the deceased to a new graveyard near the shrine of a Pir (religious personality) that is being protected by the project from construction traffic impacts.

Photo B2.7.1 Grave Relocation

a. Disinterment of graves  b. Transfer of remains  c. Prayer ceremony prior to interment

114. Resettlement tasks should be integrated in the project master schedule so that the project management team remains aware of the project timing for clearance of particular pieces of land. Ongoing coordination and clear communication between the resettlement team and the project management team are critical.

115. In developing the schedule, the RAP planners should be mindful of seasonal factors affecting displaced communities, including, for example, the school year and the agricultural calendar.

116. Schedules should provide displaced families sufficient time to move into their replacement dwellings and resolve any serious defects well ahead of the onset of winter or the rainy season. Organizing moves is a time-intensive activity for the RAP team, and it can be beneficial to plan moves in successive waves.

117. For mining or other projects that might involve a number of stages of resettlement through the life of the project, the scheduling for future resettlement planning, implementation, and livelihood restoration should be broadly indicated in framework documents.
Table 2.9. Example of a RAP Implementation Schedule

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Negotiations with affected people</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Hand-over of asset inventory sheets</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Grievance &amp; mistake redress, and associated changes to database</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Hand-over of compensation sheets</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Negotiations on resettlement entitlements and sign-off</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Hand-over of compensation agreements</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Grievance redress in regards of compensation agreements</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Final identification of vulnerable people</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>Establishment of final entitlement list</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Development of Resettlement Site</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>Site allocation by government authorities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>Delineation of site and general plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>23</td>
<td>Preparation of bidding documents (earthmoving and access)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>Preparation of bidding documents for house construction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>Contract award</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>26</td>
<td>General earthmoving and access</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>27</td>
<td>House construction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>28</td>
<td>House commissioning</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>29</td>
<td>Construction of mosque and church</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>30</td>
<td>Construction of 3 classroom block</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>31</td>
<td>Drilled wells</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>32</td>
<td>Plantations and embellishment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Cash compensation for crops</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>31</td>
<td>Payment of initial cash compensation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>32</td>
<td>Payment of further cash compensation installments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Engagement and consultation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>41</td>
<td>Consultation on site layout, house design and public facilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>42</td>
<td>Monitoring of construction by Resettlement Committee</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>43</td>
<td>Grievance management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Move</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>51</td>
<td>Residents move - 1st wave</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>52</td>
<td>Residents move - 2nd wave</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>53</td>
<td>Residents move - 3rd wave</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>54</td>
<td>Salvaging and demolition</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Livelihood Restoration</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>61</td>
<td>Identification of alternative agricultural land for replacement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>62</td>
<td>Consultation and negotiations around replacement agric. land</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>63</td>
<td>Allocation and preparation of replacement agricultural land</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>64</td>
<td>Detailed feasibility study for alternative farming methods</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>65</td>
<td>Detailed feasibility study for business support</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>66</td>
<td>Recruitment of NGO to lead agricultural program</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>67</td>
<td>Recruitment of NGO/microfinance to lead business support program</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>68</td>
<td>Implementation of agricultural program</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>69</td>
<td>Implementation of business support program</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Monitoring and evaluation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>71</td>
<td>First interim compliance review</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>72</td>
<td>Second interim compliance review</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>73</td>
<td>Third interim compliance review</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>74</td>
<td>Internal monitoring reports</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>75</td>
<td>Monitoring surveys</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>76</td>
<td>Completion audit (after completion of livelihood restoration activities)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
B. RAP/LRP Budget

118. Resettlement and land acquisition are costly, and cost estimates are often underestimated:
   - Demographic growth results in increased pressure on both residential and agricultural land, and land is increasingly becoming a costly commodity all over the world, including in developing countries.
   - Adequately resourcing a land acquisition and resettlement program is also costly, as it is a labor-intensive activity.

119. Typical orders of magnitude of costs are shown in table 2.10.

Table 2.10. Ranges of Land Acquisition and Resettlement Costs (in U.S. Dollars)

<table>
<thead>
<tr>
<th>Factor</th>
<th>Developing economies</th>
<th>Newly industrialized economies</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Rural</td>
<td>Urban</td>
</tr>
<tr>
<td>Arable land ($ per square meter)</td>
<td>0.2 to 5.0</td>
<td>N.A.</td>
</tr>
<tr>
<td>Grazing land ($ per square meter)</td>
<td>0.1 to 2.0</td>
<td>N.A.</td>
</tr>
<tr>
<td>Residential land ($ per square meter)</td>
<td>1 to 10</td>
<td>5 to 200</td>
</tr>
<tr>
<td>80-square-meter apartment ($)</td>
<td>30,000 to 60,000</td>
<td>40,000 to 100,000</td>
</tr>
<tr>
<td>100-square-meter detached house on 300-square-meter residential plota ($)</td>
<td>20,000 to 80,000</td>
<td>50,000 to 200,000</td>
</tr>
<tr>
<td>Average cost of resettlement of one physically displaced householdb ($)</td>
<td>50,000 to 150,000</td>
<td>50,000 to 250,000</td>
</tr>
</tbody>
</table>

Note: These figures are sourced from various experts’ experience in different jurisdictions and should be used with caution and considered as “usual” ranges only. Site-specific circumstances tend to be unique, and exceptions often happen.

a This considers the cost only of the house itself and does not include resettlement site development or public facilities.

b This includes replacement of housing, livelihood-restoration activities, and implementation costs.

120. The RAP or LRP must present a comprehensive budget showing all costs associated with resettlement planning and implementation. If relevant, the budget should be broken down to show annual expenditures for each item for the period from commencement of RAP planning until the end of the RAP completion audit. This breakdown will used for monitoring inputs as described in module 7, “Monitoring and Evaluation.” The budget should itemize provisions for the following (see the example of itemization in table 2.11):
• Land acquisition and compensation:
  o Annual crops
  o Perennial crops and trees
  o Dwellings and other structures
  o Communal infrastructure
  o Forest and compensation for state or municipal land, if relevant
  o Enterprise downtime and relocation
  o Relocation assistance and allowances
• Replacement site development:
  o Land acquisition
  o Site planning, engineering, and architectural design
  o Site preparation
  o Infrastructure
  o Housing and facilities construction
  o Host community trade-offs
• Livelihood improvement, including, for example, agricultural reestablishment and development programs, support to nonagricultural income-generating activities, microfinance and support to small and medium enterprises (SMEs), and so forth.
• Permitting and approvals
• Statutory fees and registration costs
• Monitoring and evaluation (M&E):
  o Internal monitoring
  o External monitoring
  o RAP/LRP completion audit
• Consulting fees:
  o Surveying
  o Legal fees
  o Appraisal and valuation studies
  o RAP specialists;
  o Architects and engineers
  o Geographic information systems and data management;
  o Socioeconomic survey and monitoring consultants
  o Other specialists (soil and land capability specialists, agronomists, land-use planners, livelihood specialists, microfinance experts, and so forth)
• Contingencies (typically in the range of 10 to 20 percent)

121. An example of a RAP budget (summary for presentation in a publicly disclosed RAP) is shown in table 2.11.
Table 2.11. Example of a RAP Budget

<table>
<thead>
<tr>
<th>#</th>
<th>Item</th>
<th>Unit</th>
<th>Quantity</th>
<th>Unit Price (US$)</th>
<th>Total Price (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>DEVELOPMENT OF THE RESettlement SITE AND House CONSTRUCTION</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>General works</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>111</td>
<td>Site survey and delineation</td>
<td>Unit</td>
<td>1</td>
<td>20,000</td>
<td>20,000</td>
</tr>
<tr>
<td>112</td>
<td>Determination of individual land plots</td>
<td>Unit</td>
<td>1</td>
<td>20,000</td>
<td>20,000</td>
</tr>
<tr>
<td>113</td>
<td>General earthmoving at site</td>
<td>Unit</td>
<td>1</td>
<td>250,000</td>
<td>250,000</td>
</tr>
<tr>
<td>114</td>
<td>Construction of access road</td>
<td>km</td>
<td>2.2</td>
<td>200,000</td>
<td>440,000</td>
</tr>
<tr>
<td>115</td>
<td>Construction of bridge</td>
<td>Unit</td>
<td>1.0</td>
<td>100,000</td>
<td>100,000</td>
</tr>
<tr>
<td>116</td>
<td>Construction of trunk street</td>
<td>km</td>
<td>1.5</td>
<td>250,000</td>
<td>375,000</td>
</tr>
<tr>
<td>117</td>
<td>Construction of secondary streets</td>
<td>km</td>
<td>1.5</td>
<td>90,000</td>
<td>189,000</td>
</tr>
<tr>
<td>118</td>
<td>Storm water collection network</td>
<td>km</td>
<td>7.2</td>
<td>40,000</td>
<td>288,000</td>
</tr>
<tr>
<td>12</td>
<td>House construction</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>121</td>
<td>Two-room house</td>
<td>Unit</td>
<td>150</td>
<td>20,000</td>
<td>3,000,000</td>
</tr>
<tr>
<td>122</td>
<td>Three-room house</td>
<td>Unit</td>
<td>20</td>
<td>27,000</td>
<td>540,000</td>
</tr>
<tr>
<td>123</td>
<td>Four-room house</td>
<td>Unit</td>
<td>30</td>
<td>14,000</td>
<td>420,000</td>
</tr>
<tr>
<td>124</td>
<td>Five-room house</td>
<td>Unit</td>
<td>20</td>
<td>41,000</td>
<td>820,000</td>
</tr>
<tr>
<td>125</td>
<td>Double KVP pit latrine</td>
<td>Unit</td>
<td>120</td>
<td>10,000</td>
<td>1,200,000</td>
</tr>
<tr>
<td>13</td>
<td>Public facilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>131</td>
<td>Mosque</td>
<td>Unit</td>
<td>1</td>
<td>120,000</td>
<td>120,000</td>
</tr>
<tr>
<td>132</td>
<td>3 classroom school</td>
<td>Unit</td>
<td>1</td>
<td>130,000</td>
<td>130,000</td>
</tr>
<tr>
<td>133</td>
<td>KVP pit latrines for school</td>
<td>Unit</td>
<td>4</td>
<td>10,000</td>
<td>40,000</td>
</tr>
<tr>
<td>134</td>
<td>United wells with hand or foot pump</td>
<td>Unit</td>
<td>9</td>
<td>15,000</td>
<td>135,000</td>
</tr>
<tr>
<td>135</td>
<td>Waste skids on concrete platforms</td>
<td>Unit</td>
<td>10</td>
<td>2,000</td>
<td>20,000</td>
</tr>
<tr>
<td>136</td>
<td>Solar lighting systems</td>
<td>Unit</td>
<td>220</td>
<td>1,500</td>
<td>330,000</td>
</tr>
<tr>
<td>137</td>
<td>Health centre</td>
<td>Unit</td>
<td>1</td>
<td>80,000</td>
<td>80,000</td>
</tr>
<tr>
<td>138</td>
<td>Dedicated area for resettlement of businesses</td>
<td>Unit</td>
<td>1</td>
<td>80,000</td>
<td>80,000</td>
</tr>
<tr>
<td>139</td>
<td>Plantations and embellishment</td>
<td>Unit</td>
<td>1</td>
<td>300,000</td>
<td>300,000</td>
</tr>
<tr>
<td>14</td>
<td>Land titles</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>141</td>
<td>Preparation and delivery of land titles</td>
<td>Unit</td>
<td>120</td>
<td>500</td>
<td>60,000</td>
</tr>
</tbody>
</table>

Sub-Total 1 - Site Development 9,542,000

2 CASI COMPENSATION

21 Moving allowance

211 Households

212 Incomplete and other structures compensations in cash

221 Compensation for additional rooms beyond 5

222 Incomplete structures

223 Ancillary structures

23 Annual crops

231 Garden crops in homesteads

24 Trees

241 Cashew

242 Banana

243 Palm

244 Mango

245 Citrus

246 Oils

25 Land redevelopment allowance

26 Businesses

261 Compensation for loss of business income

262 Compensation to business employees

Sub-Total 2 - Cash compensation 5,354,500

3 ASSISTANCE TO VULNERABLE PEOPLE

31 General allocation for assistance to vulnerable people

Sub-Total 3 - Assistance to vulnerable people 100,000

4 LIVELIHOOD RESTORATION

41 Fruit tree seedlings

42 Money management training

43 Self preparation at resettlement site

44 Credit line at agricultural cooperative bank

45 Small agricultural equipment donation

46 Agricultural training

47 NGO to oversee agricultural livelihood activities

48 Support to non-agricultural RoA

Sub-Total 4 - Livelihood Restoration 1,965,500

5 IMPLEMENTATION

51 Company staff and vehicles

52 Consultants

53 External monitoring

531 External compliance reviews

532 External audit

533 Completion socio-economic survey

534 Air and other transport

54 Vehicles and other means

541 Vehicles

542 Computers

543 GIS equipment

544 GPS and other field equipment

Sub-Total 5 - Implementation 3,914,000

6 CONTINGENCIES

61 Contingencies 10%

Sub-Total 6 - Contingencies 2,087,600

GRAND TOTAL 22,963,600

Note: Includes 220 physically displaced households, 200 economically displaced households, West Africa. Unit values are context specific and indicative of the specific project only.
122. Where a RAP or LRP covers only a small number of displaced people or enterprises, cost data should be aggregated in such a way that entitlements of individual households or entities cannot be easily discerned, to protect privacy. In some cases, disclosing the detailed budget may not be desirable, and in those cases it can be replaced by lump sums per overall activity or just a total amount, while the detailed amounts are kept confidential.

123. Resettlement expenditure very often extends beyond the project construction phase. Provision must be made to fund livelihood restoration, RAP monitoring, and completion audit activities through operations budgets for periods of perhaps two to five years after construction completion.

124. Where the RAP is funded from more than one source, it should clearly identify these sources for each component of the budget, particularly where the government has responsibility for particular resettlement activities (land acquisition and associated compensation, for example). Where a private project sponsor is the source of funds for a government-run resettlement program, it may be possible for the client to organize direct disbursement of compensation to affected persons or enterprises based on a specific agreement with the government. This reduces administrative delays and the risk of resettlement funds being dissipated before they reach beneficiaries.

125. The RAP should also describe money channeling provisions and mechanisms to ensure payments are timely. PS5 requires that compensation (in whatever form) must always be delivered prior to impacts taking place. In a limited number of cases, this may not be possible, for example, when landowners cannot be found, when they are deceased, or when unforeseen impacts occur such as damage to adjacent crops during road construction. The RAP implementation process must take a best effort approach to paying compensation before impacts for as many affected persons as practical. The RAP should describe mechanisms for compensation monies that cannot be paid beforehand to remain available as soon as legal issues related to absentee or deceased landowners are resolved, or to compensate in a timely manner for unforeseen impacts.

IX. DOCUMENTATION AND DISCLOSURE

126. A RAP/LRP is drafted based on outcomes of the noted tasks, including the ongoing consultation exercise through resettlement committees and other avenues. The RAP is issued for consultation with key stakeholders including project-affected persons and government. Appendix G, “Structure of a RAP/LRP” presents a template table of contents for a RAP.

127. The RAP is generally meant for institutional stakeholders such as government, project sponsors, and lenders, and it is often difficult for affected persons to use and understand. RAPs can be bulky and complex and include baseline chapters and other detail that affected persons may not be interested in, especially if it concerns other communities (for example, linear projects that affect many different communities over a long distance). Engaging affected persons will usually require simpler documents to be disclosed, such as the Guide for Land Acquisition and Compensation mentioned in the module 3, “Stakeholder Engagement,” and specific events at the time of disclosure, including public meetings and smaller forums such as focus groups to discuss specific aspects in the RAP or LRP.
A. RAP or LRP?

128. In accordance with PS5, a RAP is required where physical displacement is expected, whereas an LRP is warranted where the project entails economic displacement. While most of the substance of these documents is similar, the focus of each is different:

- Focus on physical planning, resettlement sites, and housing and amenities for the RAP.
- Focus on livelihoods impacts and livelihoods restoration for the LRP.

129. Most projects that entail physical displacement also cause economic displacement. In such cases, the RAP that physical displacement warrants has to address livelihood restoration as well, and should meet the objectives for both a RAP and an LRP. In this case the RAP and LRP could be linked but produced as separate stand-alone documents for ease of use during implementation. Physical relocation is almost always completed early on before the close-out of livelihood-restoration programs, which might continue for several years.

B. Plan or Framework?

130. Where the project footprint is not fully determined at the time the planning document has to be disclosed (sometimes required by government and lenders), the preparation and submission of a Resettlement Framework (rather than the RAP) can be acceptable. The framework should present all compensation and entitlement principles but can be complemented later by details on impacts when the footprint is known and the census and surveys have been implemented.

131. A framework is also useful where a project will have successive phases (for example, phased development of a mine or a large agricultural concession). The framework will establish common policies and principles, while each subsequent RAP will address a specific phase, with specific impacts and details of resettlement and livelihood-restoration measures.

C. What the RAP Is Not

132. A RAP or LRP is not simply a document with “boxes to tick” in the process of financing, permitting, and due diligence. It is a participatory planning process, with consultation and negotiation at the forefront, primarily with affected persons but also with other stakeholders.

133. As a result, the boundary between RAP/LRP preparation and RAP/LRP implementation is not always easy to define. For example, negotiating and finalizing individual compensation agreements can be considered as part of either planning or implementation, depending on the project’s financial and contractual structure. It is therefore important that there be no disconnect between planning and implementation, neither in time nor in resources. Project finance milestones (such as a final investment decision) often require separating implementation activities from studies, but continuity in land acquisition and resettlement activities should be sought in as much as practical.

134. Similarly, the RAP/LRP is not a document that, after having been prepared by a team of highly qualified experts, is disclosed only for perusal and approval by affected persons. Ongoing consultation is inherent to the RAP/LPR preparation and implementation process at each and every one of its stages.
X. **CONCLUSION: DO’S AND DON’TS**

135. Table 2.12 lists the do’s and don’ts for planning land acquisition and resettlement.

**Table 2.12. The Do’s and Don’ts of Resettlement Planning**

<table>
<thead>
<tr>
<th>Do’s</th>
<th>Don’ts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Give sufficient time to the planning process</td>
<td>Start too late</td>
</tr>
<tr>
<td>Seek to facilitate representation of affected groups and engage these representatives throughout the planning process</td>
<td>Start too early</td>
</tr>
<tr>
<td>Engage government around its role in the land acquisition and resettlement process, particularly where expropriation may be used</td>
<td>Start planning without a reasonably well-defined project footprint</td>
</tr>
<tr>
<td></td>
<td>Regard the RAP/LRP as just a document</td>
</tr>
<tr>
<td></td>
<td>Underresource planning (too small team)</td>
</tr>
<tr>
<td></td>
<td>Engage affected groups without a proper engagement strategy</td>
</tr>
</tbody>
</table>
MODULE 3: STAKEHOLDER ENGAGEMENT

I. PURPOSE, PRINCIPLES, AND OBJECTIVES OF STAKEHOLDER ENGAGEMENT

A. Purpose

SE is the basis for building strong, constructive, and responsive relationships. SE regarding land acquisition and economic and physical displacement should be initiated at the scoping stage and continue for the life of the project. Effective SE ensures that affected communities and other concerned individuals and organizations are kept fully informed and can meaningfully participate in planning implementation and monitoring. It also facilitates the identification of avoidance, minimization, mitigation, and compensation measures that are appropriate and sustainable.

136. The affected community(ies) subject to physical and/or economic displacement must be at the center of consultation concerning land acquisition. This can be difficult to achieve, especially in cultures where local people or marginalized members of the community are not accustomed to being asked their opinion and where “top-down” decisions are the norm.

137. There are important differences in focus and approach between SE undertaken to address overall project implementation and SE undertaken to specifically address land acquisition and displacement of communities and households.

138. The project Stakeholder Engagement Plan (SEP) is usually prepared as part of the project’s ESIA as a living document that evolves with the phases of the project. It generally lacks the specificity required for land acquisition, compensation, and resettlement activities. As a result, the separate and specific resettlement and livelihood restoration SEP is useful as a complement to the project SEP.6

139. At the scoping phase, a brief road map for SE should be prepared to guide interaction during the scoping review (refer to module 1.IV.E., “Engaging with Stakeholders”). During the planning phase, the road map will be developed into a more comprehensive RSEP based on the preliminary identification of stakeholders and key issues.

140. The RSEP should be updated periodically. Supplementary communication documents, such as guides, newsletters, or notices can be used to address communities, households, and individuals on changes or updates. Such updates may focus on surveys, the cut-off date, valuation and entitlements, design of resettlement sites and housing, livelihood restoration, and so forth.

6 The RSEP is recommended as a useful planning tool for specific stakeholder engagement activities associated with the resettlement and livelihood restoration planning process. Note, however, that in contrast with the overarching project SEP, the RSEP is not required by IFC as a stand-alone document meant for lender review and public disclosure.
B. Key Principles of Stakeholder Engagement

141. SE during the land-acquisition process should include the following:

- Ensure that the SE, public consultation, and disclosure process complies with national legislation, regulations, and the PSs (in particular PS1, PS5, and PS7, if applicable).
- Ensure that the SE process commences as of scoping and is tailored to the stage of land acquisition and to communities and households affected by displacement.
- Work with affected households and communities to explore ways to avoid and minimize, where possible, physical and economic displacement of households.
- Ensure that the SE process is culturally appropriate and inclusive of all stakeholders affected by land acquisition, and that it is free of interference, manipulation, intimidation, or coercion.

C. Key Objectives of SE

142. The key objectives of SE with respect to land acquisition are the following:

- Build relationships based on trust and transparency with communities affected by land acquisition and displacement.
- Build the capacity of affected communities to understand and participate in the resettlement process, including understanding their rights and entitlements.
- Enable communities affected by land acquisition to provide meaningful input, that is, to meaningfully participate in and influence the design and implementation of the RAP and LRP.
- Create an inclusive environment in which views, issues, and suggestions can be expressed by all members of the affected community, including women, elderly, youth, and other potentially vulnerable, disadvantaged or marginalized groups.
- Establish an accessible and responsive GM.
• Facilitate efficient land acquisition through mutually agreed solutions, negotiations, and agreements, without delays and disruptions.

II. **STAKEHOLDER IDENTIFICATION, ANALYSIS, AND MAPPING**

A. Stakeholder Identification

143. Identify early on (at the scoping or early planning stage) stakeholders who may be affected by project land acquisition, either directly or indirectly, using the following steps:

- Determine the extent of the project footprint in terms of land acquisition or restrictions on land use.
- In consultation with key local resource persons (for example, project staff, government officials, community leaders, and interest group representatives), brainstorm a preliminary list of stakeholders potentially affected by the project footprint, including categories of organizations, interest groups, households, and individuals, such as those in table 3.1.

**Table 3.1. Categories of Stakeholders for Identification**

<table>
<thead>
<tr>
<th>Directly affected stakeholders</th>
<th>Potentially influential stakeholders (commonly not directly affected)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land-owning households</td>
<td>Government (national, regional, and local)</td>
</tr>
<tr>
<td>Households with land-use rights (including use of natural resources)</td>
<td>Traditional leaders</td>
</tr>
<tr>
<td>Local businesses or informal entrepreneurs</td>
<td>Local politicians (members of parliament, elected counsellors, and so forth)</td>
</tr>
<tr>
<td>Transient communities (for example, seasonal and migrant workers, nomadic livestock herders, seasonal fisherpeople, and artisanal miners)</td>
<td>Local civil society organizations (CBOs, NGOs)</td>
</tr>
<tr>
<td>Informal settlers with no recognizable legal right or claim to land</td>
<td>Lending institutions and potential investors</td>
</tr>
<tr>
<td>Vulnerable and marginalized groups, including indigenous peoples, poor households, women, youth, elderly, persons with disabilities</td>
<td>International NGOs and advocacy groups</td>
</tr>
<tr>
<td>Adjacent communities and/or settlements</td>
<td>Media and opinion leaders</td>
</tr>
<tr>
<td>Host communities</td>
<td></td>
</tr>
</tbody>
</table>

B. Stakeholder Analysis and Mapping

144. Assess each identified key stakeholder, or stakeholder group, based on an analysis of likely project and land-acquisition impacts, their vulnerability, and their ability to influence the land-acquisition process positively or negatively. An example is given in table 3.2.
Table 3.2. Categories of Stakeholders for Mapping

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Land-acquisition impacts</th>
<th>Vulnerability</th>
<th>Influence over land-acquisition process</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Positive</td>
<td>Negative</td>
<td>Positive</td>
</tr>
<tr>
<td></td>
<td>H</td>
<td>M</td>
<td>L</td>
</tr>
<tr>
<td>Crop farmers</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Local business</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Village chief</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

Note: H = high; M = medium; L = low.

III. ENGAGEMENT METHODS AND TOOLS

A. Committees

145. Well-formed and well-organized committees are useful to the SE process. The need for, and adequacy of, resettlement committees should be considered as of the scoping stage (see module 1.IV.E., "Engaging with Stakeholders") and implemented when planning and associated field activities commence, including surveys described in module 4, “Baseline Data Collection.” There are different models of organizational structures and representation, and the engagement strategy must be tailored to the needs of the project, government institutional arrangements for land acquisition, and the needs of affected communities.

146. A variety of organizational models are used:

- **Community-level resettlement committees** for each affected community, including host community committees where they are affected.

- **District- or commune-level resettlement committees** in situations where impacts are more benign or dispersed (such as linear projects) and in urban or peri-urban settings.7

- **An umbrella resettlement committee, with subcommittees at the community level** in situations where impacts are significant and/or if there is potential for cumulative effects across several communities. (Examples are presented in boxes 3.1 and 3.2. Subcommittees of the umbrella committee could be formed to address issues relevant to specific groups within the affected community, such as youth, women, business people, fisherpeople, indigenous groups, and so forth.)

---

7 Linear projects are those such as roads, railways, pipelines, and transmission lines, which typically affect a large number of plots, some in a fairly benign manner.
147. The following points should be considered in establishing resettlement committees:

- **Select representatives:** Members are generally chosen but may be elected by the interest group they represent. Committees should be inclusive of vulnerable or marginalized groups. Members should represent a cross-section of the affected community, including women, youth, business persons, fisherpeople or hunters, where applicable. While all such groups should be represented, membership should not exceed 12 to 15 persons, 20 being the maximum.

- **Use accepted practice:** In some cultural contexts, there may be a long practice of similar bodies, whether traditional (such as elders councils) or not (rural and urban “soviets” and similar). Procedures for selecting, convening, and operating these committees are usually well known and well accepted locally, and can be used for resettlement committees even if their membership and scope are different.

- **Agree beforehand on scope and mandate of the committee:** Consider engaging separately with representatives of these groups. This may be more effective in particular cultural contexts (for example, ethnic minorities and indigenous groups, and women in certain cultural contexts).

- **Build capacity of committee members as needed:** Where the affected communities have low awareness of associated legal issues, consider training and awareness building for committee members on legal issues such as expropriation law, land law, processes for compensation, redress, and so forth. The project should provide them with relevant good practice examples, facilitate visits to other similar resettlement projects, and interact directly with community representatives there, where possible.

- **Include marginalized or vulnerable groups, possibly separate discussions where appropriate:** In some contexts, it may be more effective to engage separately with representatives of ethnic minorities, indigenous groups, women, youth, and so forth. The project should deploy staff from the same marginalized or vulnerable group(s) to lead the process with such groups.

- **Establish effective frequency and duration of resettlement committee meetings:**
  - It is important to meet with committees regularly (in general fortnightly or monthly during the peak of resettlement planning, and possibly quarterly later).
  - Projects should focus meetings on key issues to be addressed and resolve and should not overwhelm committee members with information. Rather have more frequent shorter meetings or workshops to address a manageable number of agenda items or topics.
  - Projects should not make excessive demands on the time of community representatives. Rural communities often spend much of their time in day-to-day subsistence activities (for example, tending crops and livestock or fetching water and firewood) and do not have time for lengthy participative processes.

- **Pay reasonable sitting allowances:** It is good practice to pay reasonable compensation to community representatives attending Committee meetings. This must be meant to cover transportation and other expenses (if transport is not provided by the project) as well as a reasonable compensation for time inputs. The project legal department should determine a practicable and transparent legal arrangement that ensures such payments comply with antibribery legislation and EITI provisions (for extractive projects adhering to EITI).
Box 3.1. Establishing Resettlement Committees in Ghana

Ahafo South is a large gold mine in the Brong Ahafo Province of Ghana, owned and run by Newmont Ghana Gold Limited (NGGL). First gold was produced in 2006.

NGGL had to handle significant physical and economic displacement (over the successive phases of the mine development, a total of about 8,100 households were affected, of whom 685 were physically displaced and resettled accordingly). The resettlement program was potentially controversial and likely to attract stakeholder scrutiny, in country and internationally. It is common practice in resettlement to establish committees at the level of each affected community, however these committees rarely have a say over broader issues relevant to all affected communities such as the overall entitlement policy or compensation rates. In this case such community level committees might not be sufficient during the planning process. NGGL followed advice from government authorities and established an overall Consultation Committee as a body to be consulted with on the whole compensation and resettlement strategy. The scope of the committee was to participate in:

- The development of eligibility and entitlement rules, based on proposals submitted by RAP consultants;
- the development of the valuation methodology;
- the selection of resettlement sites, their layout and infrastructure planning, and house design;
- grievance review and act as a mediation body between the Company and aggrieved persons where necessary.

The Consultation Committee included representatives from each of the affected communities, traditional chiefs, local government representatives, including both local councils and representatives from key ministries, as well as two local NGOs. The number of committee members (about 50) made it necessary to have a strong chair. A prominent and well-regarded individual originally from one of the affected communities, who had recently retired from a senior government position, was identified to assume the chairpersonship.

The gender ratio within the Committee was about 3 male:1 female. The Committee also split into thematic sub-committees where and when needed. The overall Consultation Committee met weekly during active resettlement planning, then monthly and eventually quarterly. This Committee was assessed as a key factor in the success of the resettlement planning exercise.

Where different communities are affected, and impacts are significant, broad committees of this sort are useful, or even necessary, to make sure that key resettlement planning decisions have consistency of application and overall community buy-in. Where only one community is affected, a smaller resettlement committee will be sufficient, but representation of key social layers and categories of affected persons (for example, owners and tenants, vulnerable groups, informal users, transient users such as herders or fishermen, businesspersons) and attention to adequate gender representation are required.
Box 3.2. Establishing Resettlement Committees in Guinea

In a rural resettlement project related to a bauxite extraction project in Guinea (Guinea Alumina Corporation), two committees were established as the main consultation avenues for the resettlement planning and implementation process:

- A resettlement committee with representatives of the affected community (three villages and a number of smaller hamlets), chaired by the local “sector chief” and including 13 members, with three women, three youths, and three elders
- A host community committee with representatives of the host community (a small village where the main resettlement site is located)

The resettlement committee met once a month at least, with the project preparing clear and simple agendas, and the minutes of meetings were subsequently signed by all members. Examples of issues addressed in these meetings include the following:

- Resettlement site selection (a lengthy negotiation process that took about nine months, during which several sites were considered, visited, and assessed, with an eventual agreement on one resettlement site)
- Details of entitlements, particularly regarding compensation rates for trees, moving allowances, land redevelopment allowances, and livelihood-restoration activities
- Location of individual plots within the resettlement site
- Size and design of resettlement houses
- Location, size, and design of community facilities (mosque, school, health post, and water system)

In addition to the resettlement committee meetings, community meetings were organized on average every quarter to disclose to the broader community in a transparent manner all key decisions arrived at in meetings of the resettlement committee.

The host community committee focused on benefits for the host community, including access to community infrastructure built close to the resettlement site and meant and designed for both the resettlement and host communities. The host committee was actively involved during the moving activities by giving full support to the preparation of food for resettled persons.

Members of both committees received a sitting allowance equal to one day of minimum Guinea salary at every meeting and basic support for transport and food was provided by the project to the meeting venue.

B. Community Meetings

148. General community meetings provide a necessary level of transparency and allow a means to inform the whole community of decisions reached with the committee and verify their agreement. Due to their size/number of participants, general community meetings are ineffective for resolving complex issues such as the selection of a resettlement site or details of house design. They are not conducive to marginalized or vulnerable groups expressing their views.

149. As a result, as highlighted in boxes 3.1 and 3.2, it is best to combine committee meetings and general community meetings: complex issues are discussed and resolved in committee meetings, while the overall approval of the community on decisions reached with the committee on these issues is sought in general community meetings.
C. Focus Groups

150. Focus groups are a powerful technique and have the following benefits:

- Convening of separate meetings for groups (for example, women, businesspersons, hunters, and indigenous people), thereby eliminating challenges that such groups may experience in expressing themselves in broader meetings, and capturing each group’s concerns, opinions, or expectations.

- Discussing specific issues in detail, for example, the layout and design of a resettlement house or the location of the latrine within the resettlement plot, to reach a practical solution that has the agreement of all that will be subject to the resettlement process.

- Facilitating a discussion between the participants themselves, thereby allowing them to identify their own solutions and reach consensus.

- Building a common understanding, since it is often observed that many people enjoy the discussion in a well-facilitated focus group, sharing and discussing their views, confronting them with others, and building mutually agreed solutions.

151. Topics for focus group discussions include the following:

- Baseline surveys:
  - Land uses, including customary and informal land tenure arrangements, and land market values.
  - Use of natural resources (NTFP, hunting, grazing, fishing).
  - Maps of location of natural resource use sites for persons whose livelihoods are natural resource based.
  - Migration (both in and out).
  - Specific livelihood activities, such as hunting, fishing, extraction of sand or salt, brick making, fish, or other produce processing.
  - Cultural sites (ceremonies held, significance, custody arrangements) and potential relocation principles where relocation of cultural artifacts is possible.
  - Agricultural calendars for men, women, and youth and interaction with calendars for other activities.
  - Coping strategies in case of hardship.

- Discussion of entitlements:
  - Compensation rates.
  - Development of resettlement sites and relevant development principles once a site has been selected.
  - Resettlement housing.
  - Replacement agricultural land (location, agricultural potential, conditions of development and allocation, relationships with host communities).

- Host communities:
  - Acceptance of the resettlement principles.
  - Implications concerning local infrastructure.
  - Implications concerning local power balance and relationships.
D. Guide to Land Acquisition and Compensation (GLAC)

152. IFC experience has shown that a concise, clear, and simple GLAC is more useful for local affected communities than lengthy, detailed, and complex RAPs, which are not really meant or written for them (see box 3.3). This approach is particularly useful for linear projects, where many different communities are affected, but it can be used for any projects, including small ones.

153. Prior to detailed land-rights presentations, asset surveys, and negotiations with land-right holders, a brief GLAC should be developed to provide a summary of pertinent land-acquisition information for directly affected households and communities.

154. The GLAC is not a summary of the RAP. It should be written for affected persons in straightforward language and provide practical information covering the following:

- Key principles to be followed in the land-acquisition process
- A summary of the land-acquisition and compensation process (surveys, valuations, negotiations, and finalization of acquisition and compensation of assets)
- Types of land-acquisition or land-use restrictions (permanent versus temporary, purchase versus rent or lease, easement, and so forth)
- Compensation framework, including rates and calculations for compensation (built structures, crops, pastures, trees, and so forth)
- Ongoing SE and the negotiation process
- A list of documents and agreements required (for example, land-right title if available, lease agreements, tribal authority verification of land rights, powers of attorney for absentees, identification documents, and so forth)
- Methods to be used for compensation payments
- Whom to contact in case of queries and issues
- GM (process, available avenues, time for receipt and processing, and so on)
- Recourse to independent mediation (independent ombudsman, courts)

E. Models and Demonstration Resettlement Houses

155. Reading maps, plans, and drawings is not easy, and information or consultation based solely on such materials may exclude people with lower educational levels. In contrast, the presentation of 3D models to show the proposed layout of a resettlement village, or individual houses and other buildings, is a useful and powerful visual tool that facilitates discussion with local affected communities about the advantages and disadvantages of the proposed layouts and structures. Similarly, the construction of a full-scale demonstration replacement house provides affected communities with an example of their new housing and affords them an opportunity to consider and make adjustments to the final design.
Box 3.3. Guide to Land Acquisition and Compensation for the BTC Project

The Resettlement Action Plan (RAP) for the Baku-Tbilisi-Ceyhan (BTC) pipeline project from the Caspian to Mediterranean Seas consisted of three bulky volumes for the three countries (Azerbaijan, Georgia and Turkey) traversed by the pipeline, and contained much very detailed information, including legal reviews and extensive social baseline surveys. Translation of the RAP into local languages would have taken much time, caused costly delays, and would not have been particularly useful at the local affected community level. IFC, however, was concerned that affected persons needed relevant land acquisition information in advance of agreeing to compensation packages.

A solution to ensuring adequate disclosure of land acquisition information was found and the BTC Pipeline Company prepared and disclosed a practical concise GLAC for each country in the local languages so that affected land owners and users had the basic information they needed before any land acquisition took place.

The GLAC consisted of a 15-page document written in non-technical language targeted at the level of affected households. The GLAC contained practical information, such as compensation formula and rates, a description of successive steps in the assets survey and compensation process, the various documents that affected households need to gather or to sign, what to do in the case of a disagreement, and useful contact information.

The GLAC proved to be extremely useful for local households since it presented the information in a much clearer and simpler form than lengthy, detailed and complex resettlement plans, and did much to clarify compensation issues and avoid misunderstandings.

Many projects large and small, particularly in the mining, and oil and gas sectors (including some not funded by IFC) have since prepared GLACs as part of their local disclosure process to affected communities. The BTC project demonstrated that, from the community's perspective, GLACs may prove to be more useful to affected persons than technical and complex RAPs.

Detailed RAPs are nevertheless essential to record such issues as regulatory and policy requirements, relevant baseline data, analysis of compensation requirements, total extent and cost of compensation, organizational structures and budgets to implement and monitor land acquisition.


F. Site Visits to Other Projects Involving Resettlement

156. Site visits by affected community members or their representatives to other projects that have involved resettlement (if they are nearby or relatively accessible) can provide a good example of the issues involved in physical and economic displacement and an assessment of the measures (positive and negative) that were used to implement relocation. Ensure that community representatives truly represent their constituents and will provide feedback.

G. Question and Answer Information Sheets

157. Q&A information sheets can help allay community concerns and avoid the same questions being raised repeatedly at meetings:

- Prepare Q&A information sheets that specifically address key questions raised in the ongoing SE process.
• Translate them into the local language (or languages).
• Distribute them widely throughout the affected community (public places such as the local administration offices, library, community center, project information center, and others).

H. Participatory Appraisal (PA) Techniques

158. PA techniques provide practical methods of engaging with local communities and enable sharing and analysis of local knowledge. This facilitates local community participation in finding ways to avoid or minimize displacement as a result of project land acquisition, in identifying key social and livelihood issues, and in considering and selecting options for resettlement and livelihood restoration.

159. PA techniques have several benefits:

• They are excellent for building good rapport with communities.
• They are often more effective as a general information gathering exercise with traditional, rural, or semiliterate communities than standard interview and questionnaire survey techniques.
• They are useful in helping local communities identify and present key information and issues and in facilitating joint analysis of issues and informed decision making.
• They are also helpful in empowering local communities to take ownership of key findings and the agreed land-acquisition, resettlement, and livelihood-restoration plans.

160. Table 3.3 lists PA techniques that can be useful in discussing and eliciting information pertinent to land acquisition.8

161. Based on the description of each method in table 3.3, table 3.4 outlines methods for each stage of the land-acquisition and resettlement process.

---

Table 3.3. Participatory Appraisal Techniques

<table>
<thead>
<tr>
<th>PA technique</th>
<th>Applicability</th>
<th>How to use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Semistructured interviews</td>
<td>These are open-ended discussions with only some predetermined questions and others flowing from the interview; useful in eliciting and scoping a range of issues associated with land acquisition.</td>
<td>Interviews with individuals, key resource persons, households, or interest groups: Prepare a list of key open-ended questions beforehand to initiate and stimulate discussion around the topic(s) to be explored.</td>
</tr>
<tr>
<td>Venn diagram</td>
<td>The diagram illustrates key institutions, groups, and individuals in a community and their links and relationships. It is important for understanding local decision-making processes regarding land acquisition.</td>
<td>Use a flip chart to illustrate links and relationships among key institutions, groups, and individuals concerning key land-use aspects within the area occupied by the affected community and to explain their significance and importance.</td>
</tr>
<tr>
<td>Participatory mapping and transects</td>
<td>Mapping with different interest groups is useful in identifying the use of natural resources (water, different land, soil and vegetation types); present land use and land-use rights; seasonal migration patterns and land use; location of settlements and social groups, including vulnerable households; location of extended families; and other key links within villages, historical and cultural features, sacred sites. It can also help resolve land conflicts between neighboring communities or different groups (for example, herders versus farmers). Comprehensive mapping is time consuming but transects can provide an overview at limited cost.</td>
<td>Meet with knowledgeable resource persons and community representatives to identify one or more routes to walk across the area affected by land acquisition and/or the general community territory. Select routes that provide a good view of affected infrastructure, land-use types, and livelihood activities. In the course of the walk, discuss and note key land-acquisition issues, likely impacts, and potential mitigation measures.</td>
</tr>
<tr>
<td>Historical profile</td>
<td>This is particularly useful in some contexts to understand customary land tenure arrangements and aspects related to cultural sites. It may also help the team and the community understand any legacy issues affecting land acquisition and the current situation in a community.</td>
<td>Meet with knowledgeable resource persons (for example, community elders and leaders, local government authorities) to compile a historical profile of the affected community. Use a flip chart to allow participants to sketch an outline of past events, links and relationships, and potential legacy issues. Use semistructured interviews or focus group discussions.</td>
</tr>
<tr>
<td><strong>PA technique</strong></td>
<td><strong>Applicability</strong></td>
<td><strong>How to use</strong></td>
</tr>
<tr>
<td>------------------</td>
<td>------------------</td>
<td>----------------</td>
</tr>
<tr>
<td><strong>Time trends</strong></td>
<td>Timelines provide information on changes over time relevant to land acquisition (population and number of households, land-use patterns, settlements, newcomers versus migrants, crop yields, numbers of livestock, and so forth).</td>
<td>Meet with knowledgeable resource persons (for example, community elders and leaders, local government authorities) to identify changes and trends over time (for example, population and number of households, land-use patterns, settlements, newcomers versus migrants, crop yields, numbers of livestock, and so forth). Use a flip chart to allow participants to list changes and rank their importance related to the proposed land-acquisition process. Use semistructured interviews or focus group discussions.</td>
</tr>
<tr>
<td><strong>Seasonal calendar</strong></td>
<td>Calendars can illustrate complex seasonal activities on a simple diagram. This facilitates an understanding of livelihood activities and optimum times to undertake relocation (for example, after crop harvests and before the planting season).</td>
<td>Meet with community resource persons and representatives of interest groups affected by seasonal changes (for example, agriculture, forestry, livestock production, fishing). Use semistructured interviews or focus group discussions to identify different seasonal activities. Illustrate on a flip chart which months a particular activity takes place over one calendar year. Discuss and note the implications of these activities as they related to the land-acquisition process.</td>
</tr>
<tr>
<td><strong>Livelihood analysis diagrams</strong></td>
<td>These facilitate an understanding of livelihood activities, behaviors, decisions, and coping strategies of households and communities.</td>
<td>Undertake semi-structured interviews with resource persons and a random sample of individual households. Hold focus group discussions with community and livelihood interest group representatives. Use specific and open-ended questions prepared beforehand to guide a discussion to understand livelihood activities and strategies adopted by the affected community and households.</td>
</tr>
<tr>
<td><strong>Preference ranking and scoring</strong></td>
<td>Ranking facilitates a rapid determination of key land-acquisition issues, preferences, and priorities in resettlement planning and implementation.</td>
<td>Undertake focus group discussions with community leaders and interest group representatives to identify a list of potential key land-acquisition issues and list them on a flip chart. Allow each participant to individually rank the issues he or she considers the most important. Score each issue to identify the group’s collective ranking of the key issues. Undertake the same process to identify and rank potential mitigation measures, preferences, and priorities related to the land-acquisition and compensation process.</td>
</tr>
</tbody>
</table>
### PA technique

| Joint group analysis and decision making | This facilitates participation of community members in resettlement planning and implementation decision making and builds ownership of outcomes. | Undertake joint discussions between different teams and groups (for example, project team, government representatives, community leaders, interest groups, and the RAP team). Use preference ranking and scoring to build consensus on decisions concerning land acquisition and appropriate mitigation and compensation measures. |

### IV. KEY STAKEHOLDER ENGAGEMENT ACTIVITIES IN THE LAND-ACQUISITION AND RESETTLEMENT PROCESS

162. Consultation concerning resettlement will commence at the scoping stage and continue until a completion audit has been done satisfactorily. Engagement must take place with the affected community, each individual household, specific subgroups within the affected community (such as fisherpeople or businesspersons), host communities, government officials, civil society, and other stakeholders, including vulnerable or marginalized groups. If there is a large number of households to be resettled, individual consultation with affected households concerning asset assessments, valuation, and compensation measures is likely to be the most time-consuming aspect of the overall SE process.

163. Table 3.4 summarizes the sequence of key SE activities; appropriate methods of engagement and information disclosure reports or documents; and steps and milestones of the land-acquisition, resettlement, and livelihood-restoration planning and implementation process. The scale of SE activities must be appropriate to the scale of the project, land-acquisition requirements, and impacts on affected communities.
Table 3.4. Sequence of Stakeholder Engagement Activities during the Resettlement Process

<table>
<thead>
<tr>
<th>Stage/step</th>
<th>Activities/tasks</th>
<th>Key stakeholders to engage</th>
<th>Appropriate engagement methods</th>
<th>Key information to disclose</th>
<th>Key documents/reports</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scoping/risk assessment</td>
<td>Preliminary stakeholder identification (affected communities and their leaders, relevant government agencies, local authorities, NGOs/CBOs, local interest groups) First disclosure of potential project footprint, to be managed with utmost caution to mitigate the speculation risks Impact and risk assessment Preparation of SE road map for further stages</td>
<td>Project proponents/design team Local government authorities Community leaders/resource persons Cross-section of households Local NGOs/CBOs Local interest groups, including those representing vulnerable or marginalized groups (for example, women, youth, agriculture, business, fisherpeople, and so forth)</td>
<td>Interviews with resource persons Workshops PA techniques</td>
<td>Project purpose and key components; project sponsor information Purpose of scoping (at commencement) and further stages of resettlement planning Project footprint (if available and appropriate) and potential impacts (with all due precautions) SE purpose and proposed arrangements Feedback at end of scoping</td>
<td>For project use: SE road map for resettlement planning Scoping report, including refinement of footprint</td>
</tr>
<tr>
<td>Initiation of the resettlement planning process</td>
<td>Kickstart the resettlement planning process and explain its key steps to stakeholders, including detailed explanations on cut-off date, resettlement committee(s), timeframes, feedback, and GM Seek the establishment of</td>
<td>Community resettlement committee Affected community and households Central government (and regional if relevant) Local authorities Local NGOs/CBOs</td>
<td>Public meetings Committee meetings Media announcements Announcement on social media Face-to-face information announcements by community liaison</td>
<td>Same as above Key elements of the planning process, including cut-off, surveys, valuation Associated consultation process, including information on representative committees</td>
<td>For community use: GLAC, including project contact information and details on GM Leaflets Resettlement newsletter Project footprint (if declaration of cut-off)</td>
</tr>
<tr>
<td>Stage/step</td>
<td>Activities/tasks</td>
<td>Key stakeholders to engage</td>
<td>Appropriate engagement methods</td>
<td>Key information to disclose</td>
<td>Key documents/reports</td>
</tr>
<tr>
<td>-----------</td>
<td>-----------------</td>
<td>---------------------------</td>
<td>------------------------------</td>
<td>---------------------------</td>
<td>----------------------</td>
</tr>
</tbody>
</table>
| a resettlement committee | Disclose project footprint  
Explain community role in avoiding and minimizing speculation | Community resettlement committee  
Affected community and households  
Central government (and regional if relevant)  
Local authorities  
Local NGOs/CBOs  
Potential newcomers/settlers | Community general meeting  
Committee meetings  
Media announcements  
Information announcements by community liaison team/RAP steering committee  
Local government announcements  
Notice boards | Cutoff date  
GM | For community use:  
GLAC  
Leaflets  
Resettlement newsletter |
| Cut-off date | Establish and announce cut-off date for eligibility for compensation (assets constructed, or crops planted after the cut-off date will not be compensated)  
Explain legal process backing the declaration of cut-off (such as a Declaration of Public Interest or similar) | Community resettlement committee  
Affected community and households  
Central government (and regional if relevant)  
Local authorities  
Local NGOs/CBOs  
Potential newcomers/settlers | Community general meeting  
Committee meetings  
Media announcements  
Information announcements by community liaison team/RAP steering committee  
Local government announcements  
Notice boards | Cutoff date  
GM | is to follow shortly |
| Asset surveys | Survey and quantification of all household and community assets  
Explain legal process if relevant  
Explain GM | Community resettlement committee  
Local government officials (and possibly central and regional levels if necessary)  
Community leaders  
Each affected household | Kickoff community general meeting to explain survey process to all involved  
Committee meetings  
Site visits by asset survey teams to the home and land of each affected household to list all assets  
Site visits by asset | Disclosure of final project footprint, including delineation in the field with community representatives  
Proposed assets survey process (at commencement)  
Individual asset summary for each household  
Detailed information on | For community use:  
GLAC  
Leaflets  
Resettlement newsletter  
Individual household asset summary  
Consolidated summary of assets |
<table>
<thead>
<tr>
<th>Stage/step</th>
<th>Activities/tasks</th>
<th>Key stakeholders to engage</th>
<th>Appropriate engagement methods</th>
<th>Key information to disclose</th>
<th>Key documents/reports</th>
</tr>
</thead>
<tbody>
<tr>
<td>Socioeconomic data collection</td>
<td>Obtain quantitative and qualitative information on livelihoods</td>
<td>Community resettlement committee, Local government departments/agencies, Community leaders/resource persons, Selection of affected households, NGOs/CBOs, Potential host communities, Academic organizations</td>
<td>Committee meetings, Interviews with resource persons, Qualitative surveys (PA techniques, focus groups), Quantitative surveys (questionnaires)</td>
<td>Update of above information, Purpose of surveys (at commencement), Feedback of key findings</td>
<td>for all households, Public/community assets summary, <em>For project use:</em> Asset impacts chapter of the RAP</td>
</tr>
<tr>
<td>Resettlement and livelihood-restoration planning</td>
<td>Planning to mitigate and compensate impacts of physical and/or</td>
<td>Community resettlement committee</td>
<td>Planning workshops, Focus group meetings</td>
<td>Proposed planning process (at commencement)</td>
<td><em>For community use:</em> GLAC</td>
</tr>
<tr>
<td>Stage/step</td>
<td>Activities/tasks</td>
<td>Key stakeholders to engage</td>
<td>Appropriate engagement methods</td>
<td>Key information to disclose</td>
<td>Key documents/reports</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>----------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>economic displacement</td>
<td></td>
<td>affected community</td>
<td>Committee meetings</td>
<td>Proposed entitlements</td>
<td>Schedule of compensation rates For project use: RAP or LRP</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Project planners, designers, engineers</td>
<td>Public meetings</td>
<td>Proposed compensation rates</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Government agencies and NGOs involved in activities relevant to compensation and resettlement and livelihood restoration and improvement</td>
<td>Face-to-face meetings with government agencies and NGOs</td>
<td>Proposed compensation process</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Host communities if relevant</td>
<td>Site visits with community resettlement committee to potential resettlement sites</td>
<td>List of documents PAPs will have to submit to trigger compensation process</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Site visits with community resettlement committees to relevant projects</td>
<td>Proposed resettlement sites and their location and characteristics</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Proposed site and house design</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Proposed livelihood-restoration packages</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Explanations about grievance process</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Draft RAP for feedback</td>
<td></td>
</tr>
<tr>
<td>Compensation negotiation and agreements</td>
<td>Negotiations to agree on compensation entitlements for loss of household and community assets</td>
<td>Community resettlement committee Each affected household (husband/wife/other key family members) Local government authorities and community leaders responsible for public/community assets</td>
<td>Individual meetings by compensation negotiation teams</td>
<td>Asset summary</td>
<td>For community use: Signed agreements for each household. Signed agreements by government authorities/ community leaders</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Draft compensation agreement</td>
<td></td>
</tr>
<tr>
<td>Stage/step</td>
<td>Activities/tasks</td>
<td>Key stakeholders to engage</td>
<td>Appropriate engagement methods</td>
<td>Key information to disclose</td>
<td>Key documents/reports</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>---------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Livelihood restoration and improvement | Negotiations to agree on livelihood restoration and improvement measures at community and household levels | Community resettlement committee  
Each affected household (husband/wife and all members contributing to household livelihood activities)  
Local livelihood groups (for example, agriculture, forestry, fisheries, business)  
Government agencies and donors involved in activities relevant to livelihood restoration and improvement  
NGOs and microfinance institutions involved in activities relevant to livelihood restoration and improvement | Meetings with community resettlement committee  
Individual meetings with each affected household by the livelihood-restoration team  
Meetings/workshops with livelihood interest groups | Details on proposed livelihood-restoration and improvement packages  
Draft written summary of all agreed livelihood-restoration measures for confirmation by household (will typically be part of the overall compensation agreement mentioned above) | For community use:  
Signed agreements for each affected household |
| M&E                             | Internal project and external independent M&E of the land-acquisition and resettlement process | Community resettlement committee  
Sample of affected households  
Host communities if relevant  
Local government officials/community leaders  
Resource individuals | Participatory monitoring techniques  
Perception surveys  
Quantitative and qualitative surveys, with focus on livelihoods and consistent with the baseline surveys to allow for comparisons | Feedback of key findings to project management and RAP implementation teams  
Feedback to government if applicable  
Feedback to community resettlement committee  
Feedback to whole affected community | For community and project use:  
Publicly disclosed M&E reports |
<table>
<thead>
<tr>
<th>Stage/step</th>
<th>Activities/tasks</th>
<th>Key stakeholders to engage</th>
<th>Appropriate engagement methods</th>
<th>Key information to disclose</th>
<th>Key documents/reports</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completion audit</td>
<td>Independent audit to assess completion of RAP or LRP commitments, including assessment of status of livelihoods</td>
<td>Random sample of affected households, Local government officials/ community leaders, Resource persons</td>
<td>Quantitative and qualitative surveys, Focus group discussions, Interviews with resource persons</td>
<td>Feedback of key findings to project management and RAP implementation teams, Feedback to government if applicable, Feedback to community resettlement committee, Feedback to whole affected community, Any corrective actions</td>
<td>For community and project use: Publicly disclosed completion audit report</td>
</tr>
</tbody>
</table>

("key informants")

Any corrective actions
V. ENGAGING WITH SPECIFIC STAKEHOLDER GROUPS

164. Table 3.4 shows the typical sequence of consultation activities related to land acquisition and resettlement. It involves engaging different stakeholders at various stages of the project and the land-acquisition and resettlement process, all of whom have their interests, needs, and perspectives.

A. Government

165. It is necessary to engage with the government in land acquisition and resettlement, even where the process is handled through a private-sector project. Government authorities should be engaged as of the scoping stage, especially in the case of government-led resettlement (refer to module 1.IV.C, “Understanding the Role of the Government” and to table 3.1 of this module). Those typically involved are mayors and district heads at the local level and appropriate regional heads and national departmental heads, those involved in expropriation, land tenure, and the oversight and permitting of the project.

i) National legal and regulatory requirements

166. Government requirements for SE and disclosure concerning land acquisition should be ascertained at an early stage. These requirements may be provided in the overall Project SEP but will typically have to be understood in more detail for the purpose of land acquisition. Local law may require specific SE and disclosure activities with regards to the following stages of the land-acquisition and resettlement process:

- The ESIA
- Spatial planning amendments possibly needed for the project
- Delineation of the footprint and declaration of public interest of this footprint (if applicable)
- Asset surveys
- Expropriation

167. In addition to the mandatory government procedures described above, government typically provides input in the following decisions:

- Compensation and valuation policy and rates
- Selection of resettlement sites
- Community infrastructure at resettlement site (access, education, sanitation, water, power, health, and public transport) and staffing of schools and health centers
- Transfer of responsibility from project sponsor to communities or local authorities for resettlement sites

168. Finally, it is important to discuss SE with the government, particularly the following:

- **Approvals**: as needed from national, regional, and local authorities to undertake SE and disclose information
- **Types of SE**: location and format of public hearings, disclosure periods, and means of disclosure of information
Draft Good Practice Handbook: Land Acquisition and Resettlement—Module 3

- **Scheduling of SE activities:** such as specific steps for initial stakeholder identification, notices required to advertise meetings, disclosure of information, studies and surveys, planning, and so forth

- **Timing of formal public hearings:** especially those related to land acquisition, in addition to the regulatory requirements for disclosure of the project ESIA and spatial planning updates that the project may entail

- **Documents to disclose:** such as footprint maps, amended spatial planning documents, cut-off date, ESIA, RAP/LRP, GLAC, monitoring reports, and so forth

**ii) Key steps in engaging the government**

- Identify government stakeholders, including individuals and relevant government departments and agencies at the national, regional, and local levels. Ascertaining their functions, relevance to project land acquisition, and levels of influence and support. Tailor SE activities accordingly.

- Engage with government leaders and representatives early and agree on a process of ongoing interaction (who, how often, where, when, and how). Regular scheduled meetings of a steering committee is a practical way to achieve this.

- Work with government representatives to ascertain whether additional resources and capacity building of government officials are required to address SE, land acquisition, and resettlement. There could be a need for community liaison officers, resettlement planning education and training workshops, and guidance notes.

- Agree on the respective roles of the government and the project team in public consultation, including shared responsibilities with government agencies, how the project will participate, and how the shared responsibilities will be managed. Make sure government officials are comfortable with the proposed strategies and activities so there are no subsequent objections. Clarify which activities government representatives want to participate in and those they will leave to the project to organize.

- Consider establishing a joint steering committee with government and project (and possibly Affected Community representatives) to provide overall guidance on SE and implementation of the land-acquisition process (see box 3.4), and/or of a joint working group to facilitate implementation of SE and the RAP (see table 3.5 and box 3.4).
### Table 3.5. Typical Composition and Scope of a Steering Committee and Working Group

<table>
<thead>
<tr>
<th>Composition</th>
<th>Steering committee, strategic level</th>
<th>Working group, technical level</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Regional or district administrator</td>
<td>Community liaison team</td>
</tr>
<tr>
<td></td>
<td>Community leaders (for example, mayor, chief, or headman)</td>
<td>Key community interest group representatives</td>
</tr>
<tr>
<td></td>
<td>Project manager</td>
<td>Representatives of the community resettlement committee</td>
</tr>
<tr>
<td></td>
<td>Project community liaison manager</td>
<td>Resettlement implementation team</td>
</tr>
<tr>
<td></td>
<td>Head of resettlement planning and implementation team</td>
<td>Key project personnel (for example, project implementation managers, planners, designers, engineers)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Key government department officials (for example, local government, land affairs, agriculture, education, health, transportation, and so forth)</td>
</tr>
<tr>
<td>Scope</td>
<td>Provide strategic guidance on resettlement planning</td>
<td>Discuss and agree on methodologies for the different surveys, particularly asset surveys (and participate in their implementation in the field as appropriate)</td>
</tr>
<tr>
<td></td>
<td>Facilitate access to and permitting of resettlement sites</td>
<td>Participate in the selection of resettlement sites and design of housing, and provide inputs into technical studies</td>
</tr>
<tr>
<td></td>
<td>Facilitate engagement in case communities become antagonistic</td>
<td>Discuss and agree on valuation methods and calculation of compensation rates</td>
</tr>
<tr>
<td></td>
<td>Provide guidance on compliance with national law</td>
<td>Discuss and agree on details of entitlements for all categories of losses</td>
</tr>
<tr>
<td></td>
<td>Discuss gaps in legislation against international standards and how they can be bridged</td>
<td>Provide technical standards for development of resettlement sites and housing</td>
</tr>
<tr>
<td></td>
<td>Validate the entitlement strategy</td>
<td>Discuss and formulate the handover process of resettlement sites</td>
</tr>
<tr>
<td></td>
<td>Facilitate staffing of community infrastructure such as schools and health centers</td>
<td>Discuss and agree on livelihood-restoration activities</td>
</tr>
<tr>
<td></td>
<td>Facilitate cooperation and coordination of relevant government departments (public roads, education, health, and so forth)</td>
<td>Discuss and agree on details of implementation arrangements and participate in implementation as appropriate</td>
</tr>
<tr>
<td></td>
<td>Address recurrent grievances and sensitive cases</td>
<td>Discuss and agree on capacity-building measures needed for government agencies and community representatives</td>
</tr>
<tr>
<td></td>
<td>Address security issues that may be raised by the resettlement process</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ensure that different government departments are aligned around the resettlement planning and implementation process</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Validate the RAP/LRP</td>
<td></td>
</tr>
</tbody>
</table>
iii) Key steps in engaging government authorities.

169. Encourage government authorities to adopt an inclusive and participative approach to SE. In cases where participation by affected communities is limited, engage early with government officials at a senior level to build awareness of the importance of comprehensive SE:

- Hold discussions with government officials in a safe environment where views can be exchanged in confidence, openly, and honestly.
- Do not place officials at risk of possible reprisals for views expressed.
- Discuss the risks of not undertaking a thorough engagement process with all affected stakeholders and provide examples of poor engagement that have led to difficulties in project land acquisition and resettlement.
- Focus on practical and nonthreatening approaches to addressing issues and consider including workshops with government officials and community leaders.
- Consider holding a joint open day with government at a center within the affected community to explain the overall land-acquisition process.

**Box 3.4. Government Steering Committee and Working Group in Kazakhstan**

The Karachaganak oil and condensate operation in Kazakhstan had to relocate two villages when its mandatory sanitary protection zone was extended by the national sanitary authorities. While the private operator of the Karachaganak field (KPO BV) was to take responsibility for the implementation of the resettlement, the government was closely involved, as it would ultimately pay for the resettlement cost as part of the overarching cost-recovery agreement for the project.

A steering committee and a technical working group were established in the early phases of resettlement planning to handle government-project interaction. The steering committee consisted of senior government officials at the vice minister or similar level, representatives of the regional and district administration, and project representatives. The steering committee provided guidance to the implementation team and working group and reviewed specific issues such as the following:

- Location and development principles of resettlement sites
- Public consultation and disclosure principles
- Entitlement strategy, particularly where proposed full replacement cost compensation exceeded normal local compensation rates;
- Timeline and budget of the resettlement, and fund channeling mechanisms

The working group, chaired by the district head, consisted of district officers and project officers who reviewed issues such as the following:

- Design of resettlement sites and apartments or houses
- Public consultation and disclosure
- Recurrent grievances
- Contracting arrangements and timelines
B. Community Representatives

170. SE usually requires interaction with representatives of the affected communities, including community leaders, elected politicians, and CBOs, often at the scoping stage. Engagement with such representatives should not replace direct interaction with the affected communities and with each affected household and individual. It is necessary these representatives informed throughout the land-acquisition and resettlement process—from the early stages. It is important to keep the following in mind:

- In spite of seemingly strong common roots and shared values, rural communities in emerging economies are often divided and may lack adequate leadership and organizational structures needed to achieve inclusive consensus and decisions.
- Urban and suburban communities may be even more divided, with no traditional social cohesion.
- Local government officials and elected representatives such as members of parliament or counsellors may have different priorities from those of affected communities.
- CBOs may also have their own interests and represent only some of the affected stakeholders.

171. Table 3.6 lists some key issues of representation and leadership of affected communities to consider and address in the land-acquisition process.

Table 3.6. Representation and Leadership of Affected Communities

<table>
<thead>
<tr>
<th>When dealing with</th>
<th>Verify</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community leaders and government local representatives</td>
<td>• The legitimacy and constituency of community leaders and representatives early on and their consultation with constituents using a participative and inclusive process (namely, that all vulnerable and marginalized groups are included in consultation—women, youth, ethnic minorities, informal land users)</td>
</tr>
<tr>
<td></td>
<td>• That they genuinely represent the views of the overall affected community and various subgroups and not their own particular interests</td>
</tr>
<tr>
<td></td>
<td>• That government officials, community leaders, and representatives fully and accurately convey information and the results of consultation to their constituents</td>
</tr>
<tr>
<td></td>
<td>• If not, build awareness and the capacity of community leaders to engage effectively with affected constituents: for example, training in participative processes, provision of support documents such as the GLAC, use of participatory techniques (refer to section III, “Engagement Methods and Tools” of this module)</td>
</tr>
<tr>
<td>Civil society (CBOs, NGOs, and advocacy groups)</td>
<td>• That organizations’ claims of representing the affected community are correct and that they have established local constituents and legitimacy</td>
</tr>
<tr>
<td></td>
<td>• That groups advocate only their own interests and do not genuinely consider the interest of those they represent</td>
</tr>
<tr>
<td></td>
<td>• That they convey results of consultation to their constituents and genuinely consult with them</td>
</tr>
</tbody>
</table>
C. Affected Communities

172. The typical sequence of engagement with affected communities is as follows (see also table 3.4 above for more details):

- **Scoping**: It is often at the scoping stage that the issue of potential land acquisition is disclosed to the community for the first time, and this disclosure must be prepared for and managed with the utmost caution to avoid misunderstandings, rumors and speculation.

- **Planning**: At the inception of the planning stage, there will typically be another round of information and consultation with community leaders and representatives. It is often at this stage that the precise footprint is disclosed for the first time, which should not happen too early before the cut-off date is declared in order to minimize the potential for speculation.

- **Planning**: The community in its entirety is represented during the planning stage on issues such as compensation rates, selection of resettlement sites, design of housing, and so forth (see table 3.4), culminating in an agreement with the community (usually represented by its resettlement committee) on entitlements. This is usually the stage where the RAP or LRP are finalized to reflect this engagement process and the overall agreement at the community level, which does not necessarily imply that each and every household agrees to their specific compensation package.

- **Baseline surveys**: This process starts with community and committee meetings to explain the process and can include the range of tools described in section III., “Engagement Methods and Tools” of this module.

- **Planning and implementation**: Negotiations are held with each directly affected household in the planning and/or implementation stages, which commence in planning and are sanctioned by the final agreement of the household to its individual compensation package.

173. The following are key factors for successful engagement with affected communities:

- Listen to advice and suggestions from community and local government representatives. Ask how they want to be consulted, including who, how often, where, and methods by which they would like to receive information and provide feedback.

- Ask and work with community leaders and representatives to determine how information concerning land acquisition will be passed on to the affected and host communities.

- Usually, unless the political or social context does not allow, public meetings (see section III.B., “Community Meetings” of this module) open to all parties, with adequate notice given beforehand, are a useful means of initially informing the community. More specific consultation will pass through the resettlement committee (see section III.A, “Committees” of this module). Focus groups should be considered to enable affected persons, particularly the marginalized or vulnerable, to express their views (see section III.C., “Focus Groups” of this module). Periodic public meetings should be held for transparency.

- Where there are constraints on holding general public meetings (for example, for security or political reasons), work with community leaders to ascertain alternative methods to disclose land-acquisition information and discuss issues with affected households. Smaller individual meetings or workshops with different interest groups (men, women, vulnerable people, religious minorities, informal settlers, and so forth) can be helpful in this case.
• Consider what information needs to be disclosed in conjunction with community leaders and representatives, such as notice of baseline and asset surveys, cut-off date, compensation assessments, and relocation implementation (refer to section VII, “Strategic Communications and Disclosure” of this module).

• Give attention to building the capacity of affected households to do the following:
  o Fully understand land-acquisition impacts
  o Participate meaningfully in the relocation planning process
  o Negotiate compensation and mitigation measures for their own lost assets

• Capacity-building measures can include:
  o Training workshops to explain the land-acquisition and compensation process, particularly the legal aspects.
  o Making simple guides available, such as a GLAC (refer to section III.D., “Guide to Land Acquisition and Compensation” of this module)
  o Arranging visits by community representatives and households to similar completed land-acquisition and resettlement projects, where feasible
  o Commissioning NGOs (where these organizations have the required technical abilities) and/or independent legal advisors and valuers to provide neutral advice to communities and individual households and to facilitate mutually agreed compensation measures with the project

• Ensure that communication channels with affected households and community social networks are maintained after relocation. A disruption of communication channels and networks (often involving women’s groups and other vulnerable or marginalized groups) can lead to social isolation and consequent loss of support for the project and resettlement process.

D. Vulnerable Groups

174. PS1 requires that the SEP include differentiated measures to allow consultation with, and effective participation by disadvantaged and vulnerable groups and individuals (paragraph 27). Such vulnerable groups include, but are not limited to, women, elderly, youth, disabled and chronically ill persons, extremely poor households, informal settlers or squatters, marginalized minority groups, refugees among others. Inclusive SE is required regardless of characteristics of people (gender, gender identity and sexual orientation, religion, race, ethnicity, tribe, caste, political affiliation, and so forth).

175. Vulnerable groups are often subject to discrimination and may be reluctant to self-identify or express their views and concerns openly. In some countries some vulnerable groups or individuals are considered illegal (for example, the LGBT community, squatters or informal settlers, fisherpeople, and so forth), or there may be inadequate or nonexistent national laws and regulations for their protection (for example, internally displaced communities and refugees).

176. The following are key aspects of engagement with vulnerable groups:
  • Meet with government officials, community leaders, civil society organizations, women's groups, indigenous people's representatives, and other resource persons to identify and map vulnerable groups, households, and individuals.
• Hold separate meetings or focus group discussions with vulnerable group leaders, representatives, and resource persons.

• Make special arrangements (meeting place, time, translators, facilitation, child care, elder care, and so forth) where necessary to enable vulnerable groups to participate meaningfully.

• Ensure that vulnerable groups and individuals are not put at risk of reprisal.

• Do not put people at risk in discussion groups by probing their concerns when it is clear that they are reluctant to provide a full explanation openly. Freedom of expression is often a highly politicized issue and there can be contextual risks at local, regional, or national levels. Rather, seek to gain insight into the concerns of vulnerable groups through separate confidential individual interviews with resource persons.

E. Host Communities

177. Early engagement with potential host communities is important in cases where there is no alternative but to seek resettlement sites for project-affected households among other, usually neighboring communities. Consultation with host communities should come early in the resettlement planning process. It should never be assumed that displaced households will be readily accommodated in host communities unless proper consultation with them has taken place.

178. Preliminary engagement with host communities should be undertaken with caution in the scoping and baseline survey stages so as not to raise expectations or unfounded concerns about possible settlement of newcomers. Detailed engagement with host communities should be undertaken only once it has been established whether the host community is likely to be willing to accept newcomers and that the resettlement site is generally suitable and acceptable to the displaced community.

179. The following are key aspects of engagement with host communities:

• Engage with host community leaders and representatives early and ask how they want to be consulted.

• Consider the establishment of a host community committee (refer to section III.A., “Committees” of this module) representative of relevant interest groups in the host community to advise on issues concerning the relocation of newcomers.

• Share information transparently and regularly with the host community (including how many resettlers will relocate and when) throughout the land-acquisition planning and implementation process. Discuss acquisition of land for the resettlement site with them, including any compensation issues.

• Assess with host community members likely negative and positive impacts of resettling newcomers with the host community and identify suitable measures to mitigate negative impacts and enhance positive impacts.

• Ask where newcomers could be accommodated and work with host community representatives to adjust the planning of resettlement sites as needed.

• Work with host community representatives to assess and determine to what extent infrastructure, facilities, and services might need to be created, improved, or expanded to accommodate resettlers and if any other mitigation measures will need to be planned and implemented.
• Ask and assess how newcomers will be accepted (especially if they belong to different cultural, ethnic, religious, tribal, or political groups) and work with host community representatives to identify and implement measures to facilitate integration.

• Facilitate coordination and interaction between host communities and resettlers to determine how and when newcomers will be incorporated into local social and organizational structures.

180. To help the host community accept, adapt to, and integrate newcomers, the project should consider enhancing mitigation measures (such as the provision of infrastructure and facilities to serve resettlers) so that they will also benefit the wider local population. Implementation of a community development project that would benefit both displaced households and the host community is good practice that will help to build and maintain a sustainable social license to operate.

F. Civil Society

181. Local CBOs, NGOs, and other civil society organizations often can play a positive role in protecting the interests of affected households and communities, highlighting potential issues and challenges that need to be addressed and monitoring resettlement planning and implementation.

182. A constructive engagement with civil society organizations can contribute positively and significantly to a successful outcome of the resettlement process. Proactive steps should be taken to avoid conflict with these organizations, since it can lead to disruption of the resettlement process, project delays, a loss of trust and social license to operate, and the need for additional resources, staff, and inputs (including by senior project management) to address and resolve perceived issues.

183. This has resulted in both the private sector and the government being reluctant to engage with civil society, which in turn could result in poor interaction and misunderstandings with the project.

184. Regardless of the cause of any opposition to the project, experience has shown that it is better to engage with civil society and advocacy groups, attempt to build constructive relationships, and to focus on working together to resolve challenges.

185. The following are key aspects of engagement with civil society:

• Proactively engage with civil society leaders and representatives early (refer to module 1.IV.E., "Engaging with Stakeholders").

• Assess each civil society organization in terms of its approach and ability to influence the outcome of the land-acquisition process and prioritize ongoing engagement accordingly.

• Ask how they want to be consulted and provide feedback (for example, via meetings with project representatives or written memos) and agree on methods and approach.

• Share information concerning the project, its impacts, and land acquisition, transparently and regularly (for example, hold regular quarterly meetings and provide progress and M&E reports).

• Ensure that concerned civil society organizations have access to updated project information and are informed of public consultation meetings and other SE activities.
• Listen to the views of civil society organizations, discuss issues and challenges openly, and carefully consider their suggestions in the land-acquisition planning and implementation process.

• Ensure that any agreements or commitments made with civil society organizations are recorded in an MoU, followed up, and consistently applied.

• Consider involving civil society organizations, with whom a trust relationship has been established, in aspects of resettlement baseline and asset surveys, planning, implementation, and monitoring where feasible.

• Consider involving civil society organizations in community capacity building (legal aspects of land acquisition) and in grievance management (potential grievance review and mediation role).

• Issue regular updates on implementation of the SEP and RAP, including the current status of the GM: for example, the number of grievances received; those resolved or outstanding; key issues and types of grievances; and average time for resolution.

186. If the project demonstrates good-faith efforts to engage these groups, in the event that they nevertheless remain opposed to the project, they will have fewer reasons to criticize the project and less ability to negatively influence affected communities and potentially cause misunderstandings and conflict.

G. Internal Project Engagement

i) Organization

187. It is essential that the RAP team has access to senior project management and also clear and efficient communication channels to other project teams. Organization within the project can involve a joint coordination team for interaction among the different units, including the RAP team, project management, and planning, design, engineering, environmental, social, and communication teams.

188. The key objectives of the joint coordination team should include the following:

• Informing and building awareness among project management and teams about key land-acquisition issues, challenges, and complexities

• Building consensus on strategies and approaches to achieve successful SE, land acquisition, and resettlement

• Achieving timely and consistent decisions concerning land acquisition supported by overall project management

• Ensuring efficient coordination among various project teams (especially separate project and RAP SE teams)

• Avoiding mixed messages to affected communities, which could result in speculation, unfounded rumors, and potential disruption and project delays
ii) Internal engagement activities

189. The following are key activities of internal project engagement:

- Engage with senior project management early, especially once the Scoping Report and Work Plan (refer to module 1.IV.C., “Understanding the Role of the Government”) has been drafted, to discuss and obtain agreement on the strategic approach to land acquisition, resources required, organizational structure (such as a joint coordination team), responsibilities, coordination, and communication channels.

- Establish the joint coordination team, to be chaired by the project team manager to ensure authority is given to decisions taken, with the RAP team manager as vice-chair.

- Schedule regular meetings of the joint coordination team to address land-acquisition issues as they arise (weekly or fortnightly, especially during planning, asset surveys, compensation negotiations, and RAP implementation, when key issues will need to be decided in a timely manner). The meetings should be short and focused on achieving agreement and decisions on specific issues and coordination among teams.

- Compile a record and register of decisions and commitments to communities to ensure that they are fully addressed (for example, early commitments made by exploration teams must be followed through as appropriate to land-acquisition planning and implementation).

- Ensure that key lessons learned by the project and RAP teams are captured in M&E reports so that experience and institutional memory of the land-acquisition process are not lost over time. This will enable any specific issues or grievances raised by the affected community at a later date to be addressed based on accurate historical land-acquisition information and decisions made. This is important, since project implementation and operational teams are often substantially different.

iii) Engagement with employees

190. Engagement with employees to inform them about land-acquisition and resettlement plans, and SEPs is important, especially if they are from the local community. It is certain that local employees will be asked by other community members about what they know concerning the project, land acquisition, and compensation measures. It is better that they be kept informed and have the correct information to prevent the spread of unfounded rumors and potential misunderstandings. This can be achieved by holding brief awareness building meetings, making available the GLAC to employees, and regularly providing key information, such as the cut-off date for compensation, notice of community meetings or major land-acquisition events, and so forth. Local employees with reliable information and a positive attitude can be ambassadors for the project and contribute significantly to building trust relationships.

191. Care must be taken that unauthorized employees do not leak confidential data (such as individual compensation records) or information and plans that have yet to be agreed and finalized. For instance, the release of preliminary draft project footprint plans can lead to speculative land acquisition, building construction, and increased crop cultivation.

iv) Engagement with contractors

192. It is important for the project to engage and coordinate with contractors. Communities affiliate contractors with the project. Contractors should be fully aware of the project’s land-acquisition policy, objectives, and LRP/RAP requirements. The project should establish appropriate
contractor control measures (for example, as part of contractor management plans). For more information see IFC Good Practice Note on Managing Contractors’ E&S Performance.⁹

193. This is all the more important where contractors are involved in land acquisition themselves, for example, in regard to temporary construction camps, access roads, quarries or borrow pits, and so forth (see module 6.IX.E., “Land Acquisition by Contractors”). Contractors must be instructed to comply strictly with project compensation policies and be monitored to avoid any violations of such policies.

194. It is important to liaise and coordinate with contractors and construction managers about implementation of housing designs selected by households, construction schedules, and so forth. Contractors are often constrained by budgets and time schedules and may give only minimal attention to coordination with the RAP team and SE with affected land-right holders. This can result in conflicts and project delays: for example, if contractors start to enter and clear land before compensation has been finalized and/or they make promises to the communities that are not fulfilled. For larger projects, contractors should be required to develop their own plans for compliance with project policies, ESMP, and other efforts, including the SEP.

H. Other Stakeholders

195. Various stakeholders who are affected by project land acquisition or restrictions to land or natural resources may not be permanently resident in the project area:

- Nomadic herders and pastoralists
- Seasonal fisherpeople, hunters, and gatherers of food, herbal and medicinal plants
- Canoeists and river rafters
- Visitors and worshippers to sacred sites, ancestral graves and shrines, and cultural property

196. Since members of these groups are often seasonal or temporary visitors, they present a challenge to SE.

197. Such groups should be identified as of the scoping stage during the initial stakeholder mapping, and it should be ascertained when they are likely to visit the area and use local resources and who may be able to represent them and their interests (for example, resource persons, tourist agencies, associations, clubs, and so forth). The SEP should further be tailored to ensure that these groups are engaged when they visit the project-affected area. If these stakeholders normally live in distant areas, consider whether it is feasible to visit them at their home base (for example, seasonal herders and fisherpeople) or contact them through associations or interest groups. Some of these groups can be influential and vocal, and therefore it is in the interest of the project to ensure that they are not excluded from the SE process.

VI. Stakeholder Engagement Records

198. The establishment of an appropriate and simple system to record all SE activities is extremely important. It should commence at the scoping stage. The activities may include presentations,
minutes of meetings, decisions and follow-up actions, workshops, focus group discussions, interaction with households and key individuals, and so forth. At the outset, a simple bullet point running log (matrix) should be established to track who was engaged, topics and issues discussed, agreements and commitments, responsibility for follow-up actions, and timeline.

199. More sophisticated methods of maintaining records will usually be needed once interaction with stakeholders becomes more intensive and extensive: for example, consultations about household asset surveys, resettlement planning consultation, and individual compensation agreements and livelihood-restoration measures. These methods could include centralized engagement and commitment registers, grievance logs, a database, and information management systems (possibly with a link to a project geographic information system). There are off-the-shelf software solutions available for such purposes, sometimes with full integration with the compensation management systems:

- The engagement register should include a summary of stakeholder comments, concerns and grievances, and agreed follow-up actions and responses.
- The commitments register should maintain a record of all commitments made to stakeholders and enable tracking of follow-up actions and fulfillment of commitments.

200. It is also important to record acceptance and support of the RAP by local, regional, and national government authorities and local community leaders (including local traditional or tribal leaders as appropriate), and/or resettlement committees. This may be in the form of a sign-off by the head of the government authority (for example, district administrator) and local community leaders and resettlement committee representatives. There should also be overall acceptance of the proposed RAP and its provisions at a public event attended by affected land-right holders.

201. Regular feedback (for example, monthly, quarterly or biannually as appropriate) should be given to summarize progress with the RAP implementation process, management of grievances, and so forth, commensurate with the level of interaction taking place. For affected communities with low literacy skills, hold public or interest group meetings to convey feedback and enable questions and answers. Progress reports and feedback are particularly important for internal project management and external stakeholders. Refer to section VII., “Strategic Communications and Disclosure” of this module for more detail on the information disclosure process.

202. Record keeping and documentation of consultation activities and acceptance of the RAP will facilitate the management of the overall land-acquisition SE process. It will also serve to protect the project from unfounded claims, such as that particular groups were not engaged, consultation was inadequate, or that affected households were not fully informed concerning the RAP and agreed mitigation and compensation measures.

203. The SE record will also be important for monitoring (internal and external) and for an eventual completion audit of the land-acquisition, resettlement and livelihood-restoration process.

VII. STRATEGIC COMMUNICATIONS AND DISCLOSURE

204. There is increasing recognition of the strategic importance of communication with stakeholders and disclosure of information, particularly regarding significant impacts to local communities, including land acquisition and resettlement. Growing access to the Internet and the rise of social media have increased the expectations of stakeholders for more in-depth information, including an ongoing two-way dialogue.
205. Displacement of communities and households is an emotional issue and must be addressed sensitively and openly through adequate and timely information. Proactive communication will help build collaborative and constructive trust relationships and avoid the possible rapid spread of rumors and misinformation through social media or otherwise. It will also help to strengthen the project’s social license to operate among affected stakeholders.

A. Communication

206. The following need to be addressed in a strategic approach to ongoing communication and disclosure of information:

- Commence ongoing disclosure of project, SE, and land-acquisition information early (as of completion of the scoping stage).
- Ensure that information is relevant, appropriate, and accessible to all affected stakeholders. This can be accomplished through channels such as notice boards and the provision of pamphlets, guides, and plans, such as a GLAC, in community centers and/or at a local project information center. A community liaison team can interact with stakeholders through public meetings, workshops, and individual discussions with affected households.
- Know your audience and tailor the contents of documents appropriately. Provide relevant information for different audiences based on level of impacts, interest, and concern. Tailor the presentation of information according to language, literacy, and numeracy levels of the intended audience.
- Disclose information in local languages, taking into consideration ethnic minorities that may not be fluent in the national language.
- Take account of local cultural practices, leadership, and organizational structures and systems of information dissemination and feedback.
- Ensure that women, youth, elderly, vulnerable, and other marginalized groups receive information and can participate—interact with representatives of interest groups via separate meetings and focus group discussions.
- Embrace digital dialogue and establish a project website as well as information flows on social media to disclose project documents and other information. Even remote rural communities are increasingly gaining access to digital communication, with the result that information can be sent, received, and spread very rapidly. This also enables feedback and an interactive two-way communication process. Short text message systems are also an efficient and cheap way to inform people of meetings and key news where access to smartphones remains limited.
- Ensure dissemination of information using the most appropriate methods, such as through local government, community leaders and organizational structures, project information centers, media (Internet and social media, mobile phones, radio, television, newspapers), notice boards, public meetings, smaller focus group meetings, and one-on-one meetings with households and key individuals.
- Seek opportunities to listen, share information, discuss issues, and build trust relationships with affected households, communities and other stakeholders, including land-acquisition adversaries (for example, during formal and informal meetings or at encounters at shops, community centers, and local cultural events). Unofficial interaction is often as important as official meetings in obtaining feedback and passing on information. However, take care not to raise unrealistic expectations, make commitments that you are not certain can be
fulfilled, or provide inaccurate or incomplete information, since it will likely be shared widely among the affected community.

- Regularly assess the effectiveness of communication concerning land acquisition: for example, through perception surveys, focus group discussions, complaints and grievances received, and the frequency and quality of media coverage.

**B. Disclosure of Documentation**

207. Various project documents, management plans, guidance notes, and communication notices will need to be disclosed as planning and implementation proceed. Notwithstanding mandatory disclosure required by the government and/or international finance institutions (IFIs), including IFC, disclosure can include the following documents:

- **Project ESIA**: especially nontechnical summary containing information concerning risks and impacts of land acquisition and physical/economic displacement
- **Summary scoping report**: key issues, risks and impacts, and outline of work plan for resettlement planning
- **RAP or LRP**: the latter in cases of economic displacement
- **GM**
- **GLAC**
- **Communication plans, notices, and leaflets**
- **Baseline surveys**: outline purpose, who will undertake it, when and how, including community involvement in PA activities and household questionnaire surveys
- **Household asset surveys**: purpose and nature of survey, who will be conducting it, how, and when
- **Ownership titles and registration**: project assistance should be available to households to formally register land titles, inheritances, and so forth
- **Cut-off date**: notice of cut-off for eligibility for compensation, including rules applying to newcomers and new infrastructure, crops, and other assets—information to be well documented and disseminated throughout the project area
- **Compensation assessment**: notice of discussions with each household to determine compensation measures based on the household asset survey (when and how)
- **Compensation payments and mitigation measures**: notice of payments and process to implement other mitigation measures, such as construction of housing, preparation and cultivation of alternate crop land, and so forth (when and how).
- **Relocation implementation**: notice of date of relocation, transport assistance, and information on how to adjust to new circumstances, such as change from rural to peri-urban or urban lifestyles
- **M&E reports**: regular M&E assessments (for example, quarterly or biannually) (Detailed internal project M&E reports may be confidential, but they can be summarized for external stakeholders. Independent external M&E reports are publicly disclosable, including those of compliance reviews described in [module 7.III.D., “Compliance Reviews”](#)
- **Completion audit**: independent completion audit reports (see [module 7.III.E., “Completion Audit”](#)) are publicly disclosable
VIII. WHAT IS THE ROLE AND IMPORTANCE OF THE GRIEVANCE MECHANISM?

208. It is inevitable that complaints and grievances will arise, especially given the emotive nature of displacement issues. It is therefore essential that a GM be designed and implemented proactively as of the scoping process. Grievances are likely to peak during asset surveys, further negotiations, and finalization of compensation agreements. The key purpose of the GM is to proactively and effectively resolve any complaints or issues before they escalate.

A. Differences between the Project GM and the RAP GM

209. There are some important differences in focus and approaches between grievance management to address concerns about overall project implementation and grievance management undertaken to specifically address the concerns of affected communities and households subject to physical and/or economic displacement. The RAP GM needs to be designed to specifically address grievances resulting from land acquisition, resettlement, and livelihood restoration, but it also needs to tie in with the overall project GM in order not to create confusion. The RAP GM and the overall project GM should also be placed in the larger context of the overarching ESMS, operational manual, and other procedures.

210. In practice, the RAP GM needs to accommodate information such as affected plot numbers and/or household numbers per the RAP database, as well as a categorization of grievances that is relevant to land-acquisition, for instance:

- Land registration issue
- Disagreement on inventory
- Disagreement on compensation rates
- Disagreement on resettlement package
- Disagreement on plot allocation at resettlement site
- Defect in resettlement house
- Damage to crops during works or surveys

B. Establishing a RAP GM

211. The following are key aspects to address when establishing a RAP GM:

- Assign staff to implement and be responsible for the management of the RAP GM. For small projects it may be possible to assign this task to one person, but for larger projects a team may be required.
- Ensure that adequate resources (people, systems and processes, budget, time, leadership, and management) are available to implement the RAP GM, especially at times when land grievances concerning acquisition are likely to peak (during asset surveys, compensation negotiations, and physical relocation to resettlement sites).
- Ensure consistency of the RAP GM with the RAP database, particularly in terms of the identification of the grievance, which must relate to and be consistent with the identification of plots or households in the overall RAP database.
- Ensure that decisions taken to resolve grievances are supported by project management. The project manager should chair RAP GM team meetings to agree on corrective actions to
address grievances, so that decisions can be readily confirmed and resources allocated to implement the agreed actions. This is particularly important where corrective actions involve third parties beyond the RAP team—for example, government authorities or contractors.

- Ensure that all project staff and contractors involved with the land-acquisition process and implementation of the RAP are fully aware of the RAP GM
- Ensure that the community affected by land acquisition is fully aware of the RAP GM and the process to address grievances.
- Make provision in the RAP GM for a recourse mechanism in the event that a complainant is not satisfied with the RAP implementation team’s proposed corrective actions. This should include independent arbitration to attempt to find an acceptable solution to both parties and to avoid recourse to the judicial system. However, the project will not impede access to judicial redress.
- Tailor the independent recourse mechanism to the scale of the project, land-acquisition and displacement impacts, and the likely number and types of grievances.

212. The following sections summarize the structure and operation of a GM. (Refer to IFC "Good Practice Note: Addressing Grievances from Project-Affected Communities" for more details on grievance management techniques)

C. Key Principles

213. Key principles of the GM process should include the following:

- **Proportionality:** The process should be scaled to the stage of the project and land-acquisition process. Grievances are likely to be relatively few at the feasibility and planning stages and most frequent during the land-acquisition and construction stages.
- **Cultural appropriateness:** Take into account specific cultural and traditional mechanisms for raising and resolving grievances.
- **Accessibility:** Ensure clear communication and ease of use. Consider locations for receiving complaints, literacy and education levels, local languages, gender issues, and access by vulnerable and marginalized groups.
- **Transparency and accountability:** Ensure that all complaints are taken seriously and treated fairly. Provide clarity on roles and responsibilities, distribute information widely and regularly, incorporate stakeholder input into the design and implementation of the GM process, commit to a certain timing to respond to grievances, and monitor, measure, and share grievance resolutions, agreements, and commitments.
- **Appropriate protection:** Encourage use of the GM, provide assurance that there will be no retribution for participation, protect the identity of complainants, and communicate the rights of stakeholders to use remedies such as external mechanisms, third parties, or the judicial system.

---

D. Key Implementation Steps

214. Key steps to implement a GM should include the following:

1. **Publicize GM procedures**: Promote awareness through stakeholder meetings, focus group discussions, pamphlets, hand-outs, radio announcements, cell phone messaging, and so forth.

2. **Receive and track grievances**: Ensure accessibility to all stakeholders affected by land acquisition and log all complaints into a database (this can range from a simple spreadsheet to complex data management systems).

3. **Make preliminary assessment of grievance**: Categorize complaints and decide how and who will be responsible to address the complaint.

4. **Give initial response to complainant**: Communicate (written or verbally) how the grievance will be addressed, including a timeline.

5. **Investigate the grievance and develop solution options**

6. **Implement and follow up on the agreed solution**: Seek sign-off from the complainant, and record and file documents.

7. **Follow up with further action if necessary**: Deepen community or independent third-party engagement to strengthen trust and find solutions.

8. **Monitor, evaluate, and report on the GM**: Monitor numbers of grievances received and whether they are resolved or outstanding. Monitor trends and systemic issues and report results. Refer to module 7.III.C.iii., “Using grievance logs” for more information on grievance monitoring and how to involve the affected community in monitoring the operation of the GM.

215. In cases where land acquisition and resettlement are the responsibility of government, if the government measures to address grievances do not meet the PSs requirements, this must be addressed in a Supplemental Resettlement Plan.

E. Independent Recourse Mechanism

216. Table 3.7 lists options for independent recourse mechanisms.
Table 3.7. Independent Recourse Mechanisms

<table>
<thead>
<tr>
<th>Recourse mechanism</th>
<th>Applicability</th>
<th>Key issues to consider</th>
</tr>
</thead>
<tbody>
<tr>
<td>Independent third-party moderator or mediator</td>
<td>Independent third-party acceptable to both community and project, such as a trusted NGO with land experience, retired judge, or other notable and impartial person</td>
<td>Independence and impartiality of the moderator (entirely independent of the affected community and project)</td>
</tr>
<tr>
<td>Independent consultant or specialist</td>
<td>Small-scale resettlement projects with few households and a limited number of grievances</td>
<td>Useful in providing independent assessment of grievances concerning technical issues (for example, technical defects at replacement houses)</td>
</tr>
<tr>
<td></td>
<td>Independent technical assessment of a specific issue, such as recourse to an apiculture specialist concerning project impacts on a household’s or community’s honey production</td>
<td>Provides a means to bridge the gap in technical knowledge between project and complainants</td>
</tr>
<tr>
<td>External independent panel</td>
<td>Large-scale projects with complex land-acquisition grievance issues and large numbers of affected households</td>
<td>The core panel should remain the same, even if specialists are brought in to address specific issues. Panels can be expensive and time consuming to organize.</td>
</tr>
</tbody>
</table>

IX. CONTENT OF A RESETTLEMENT STAKEHOLDER ENGAGEMENT PLAN

217. As mentioned in module 1.IV.E., “Engaging with Stakeholders,” a Resettlement Stakeholder Engagement Plan (RSEP) will guide engagement efforts. This will typically be an internal document, not meant for public disclosure or lender review. It can also be integrated in the broader RAP or LRP. The RSEP should be structured similar to the broader project SEP, be consistent with it, and consider the following points:

- Identification of key stakeholders for resettlement planning and implementation
- Methods of SE
- Representation of affected persons (committees or other), including vulnerable and marginalized groups
- GM
- Disclosure of key information and documentation
- Implementation arrangements and resources
X. CONCLUSION: DO’S AND DON’TS

218. Robust SE is essential to enable constructive engagement and strong relationships among project proponents, affected households and communities, government authorities, and other concerned parties in the process of planning and implementing the RAP. Table 3.8 summarizes the do’s and don’ts in engaging stakeholders.

Table 3.8. The Do’s and Don’ts of Stakeholder Engagement

<table>
<thead>
<tr>
<th>Do’s</th>
<th>Don’ts</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Be aware of expectations, appreciate them, and manage them.</td>
<td>• Make promises that you cannot keep.</td>
</tr>
<tr>
<td>• Be aware of rumors.</td>
<td>• Provide false or inaccurate information.</td>
</tr>
<tr>
<td>• Ensure that SE complies with national legislation and regulations and IFC PSs requirements.</td>
<td>• Apply a one-size-fits-all approach to SE.</td>
</tr>
<tr>
<td>• Establish clear SE objectives with measurable indicators.</td>
<td>• Focus only on the most vociferous stakeholders.</td>
</tr>
<tr>
<td>• Undertake a comprehensive stakeholder mapping exercise.</td>
<td>• Neglect engagement with government.</td>
</tr>
<tr>
<td>• Verify the legitimacy and assess the influence of stakeholder representatives.</td>
<td>• Forget to engage regularly with internal project management, planning, designing, engineering, and construction teams.</td>
</tr>
<tr>
<td>• Provide training or capacity building for community representatives.</td>
<td>• Forget to engage with contractors.</td>
</tr>
<tr>
<td>• Commence the SE process early and tailor it to the stage of the project and/or land-acquisition process.</td>
<td>• Forget to engage with seasonal or temporary users of communal resources affected by the project.</td>
</tr>
<tr>
<td>• Coordinate the RAP SEP for land acquisition with the overall project SEP.</td>
<td>• Forget to establish and maintain a log to track stakeholder meetings, topics addressed, agreed follow-up actions, and any commitments made.</td>
</tr>
<tr>
<td>• Disclose project documents in an accessible location, language, and format that are culturally appropriate and in advance of meetings.</td>
<td>• Disclose details of the project footprint until this information is reasonably certain or before being prepared to undertake a census and asset inventory to establish a cut-off date for eligibility for compensation (avoidance of speculation).</td>
</tr>
<tr>
<td>• Ensure that SE is free of interference, manipulation, intimidation, or coercion.</td>
<td>• Produce reports late on SE outcomes.</td>
</tr>
<tr>
<td>• Ensure that project-affected persons are fully informed and actively participate in the discussion and selection of resettlement options, including means to avoid or minimize displacement.</td>
<td>•</td>
</tr>
<tr>
<td>• Manage community expectations.</td>
<td>•</td>
</tr>
<tr>
<td>• Establish an effective GM.</td>
<td>•</td>
</tr>
<tr>
<td>• Staff the SE team according to the expected workload.</td>
<td>•</td>
</tr>
<tr>
<td>• Select and appoint community liaison officers to</td>
<td>•</td>
</tr>
<tr>
<td>the SE team who have an interest and aptitude to transition to the community development team at a later stage of the project (in order to retain institutional knowledge and maintain and build on established relationships).</td>
<td></td>
</tr>
<tr>
<td>---</td>
<td></td>
</tr>
<tr>
<td>- Publicly disclose outcomes of the SE process.</td>
<td></td>
</tr>
</tbody>
</table>
MODULE 4: BASELINE DATA COLLECTION

I. BASELINE DATA COLLECTION OVERVIEW

Baseline data collection is the process of collecting a set of data to describe the socioeconomic conditions, living standards, and livelihoods of project-affected communities and their potential hosts prior to any resettlement intervention. It defines who is affected by a project and what losses they will experience in terms of land, assets, and livelihood opportunities. Baseline implies that the data will be used as a reference to define preresettlement conditions for future monitoring of impacts and the effectiveness of measures to improve living standards and livelihoods. A resettlement completion audit will also refer to baseline data as the benchmark for assessing achievement of RAP objectives.

219. The purpose of resettlement baseline data collection is to provide resettlement planners with a comprehensive understanding of preproject socioeconomic conditions, land and asset ownership, livelihood resources, as well as the systems of production and social networks upon which displaced communities and their hosts depend. The baseline provides the foundation for predicting project impacts, assessing risks, designing appropriate mitigation measures, monitoring their effectiveness, and implementing corrective actions until completion.

220. Baseline data is also used to describe project-affected households’ preresettlement living standards and livelihoods. IFC PS5 defines as one of its key objectives “To improve, or restore, the livelihoods and standards of living of displaced persons.” Baseline data provides a reference against which the project’s effectiveness to restore and improve household living standards and livelihoods can be monitored. In designing baseline data collection, a simple, robust, and easily measurable set of key performance indicators (KPIs) should be selected that will be used to define household living standards and livelihood levels for the baseline, subsequent monitoring surveys, and the resettlement completion audit. For more information on selecting indicators, refer to module 7, “Monitoring and Evaluation.”

221. The most common unit of measure for resettlement baseline surveys is the household. Various definitions of household are used for statistical and socioeconomic studies. Most include elements of the Oxford Dictionary of Sociology definition: “A group of persons sharing a home or living space, who aggregate and share their incomes, as evidenced by the fact they regularly take meals together.”¹¹ A definition specific to the living arrangements prevailing in the project area should be adopted and used consistently for census, socioeconomic surveys, and the asset inventory. It may or may not be useful to align the project definition with that used for national census or Living Standards Measurement Surveys.

222. By convention, if the livelihood of one member of a household is affected by a project (for example, as a farmer or a fisherperson), then all members of his or her household are counted as part of the project-affected population. This is because the household’s shared production or income will be worse off due to any individual member’s livelihood loss.

223. Baseline data collection should be tailored to the scale and complexity of expected displacement impacts. A common mistake is to not spend enough time clearly defining a project’s baseline data needs, especially during the scoping stage (refer to module 1, “Scoping and Risk

Assessment of Land Acquisition Impacts). This can result in unnecessary expenditure of resources and time gathering voluminous amounts of data that add little value to resettlement planning and decision making. Baseline data collection should cover some or all of the topics listed in box 4.1, as appropriate. (Refer to appendix A, “Scoping Stage Checklist,” which provides a comprehensive checklist of questions to address in scoping and baseline data collection.)

Box 4.1. Checklist of Topics for Baseline Data Collection

- History of site occupation and land use
- Land tenure arrangements—statutory, customary, formal and informal, seasonal, third-party arrangements such as tenancy or share-cropping, and gender aspects of land tenure
- Demographic characteristics: census, socioeconomic circumstances, local livelihoods and occupations
- Total number of physically and economically displaced people
- Inventory of all land and other assets that will be lost/altered due to the project
- Land valuation data
- Local and regional market price data for crops
- Household composition and characteristics
- Household health and nutrition
- Household land and ownership of assets
- Economic activities of the household (productive activities for cash and subsistence, including use of natural resources, common property, and seasonal activities)
- Household income, expenditure, savings, and indebtedness
- Household access to and use of services (for example, schooling, health care, markets, and public transport)
- Access to infrastructure (for example, water, electricity, heating, cooking fuel, and sanitation)
- Local administrative and community organizational structures
- Assessment of poverty and vulnerability within the context of resettlement
- Conflict analysis
- Common property, ecosystem services, and natural resource use—inventory of what will be lost due to the project
- Social networks and safety nets
- Cultural property
- Displaced people’s aspirations, preferences, and concerns about resettlement
- Attitudes and preferences for relocation and livelihood restoration
II. THE IMPORTANCE OF BASELINE DATA COLLECTION

Baseline data provide the foundation for predicting the impacts of project displacement, designing appropriate mitigations, and monitoring the effectiveness of mitigating interventions in sustainably improving, or at least restoring, displaced people’s standards of living and livelihoods.

224. Reasons to undertake baseline data collection include the following:

- To identify who will be displaced and, subject to verification, who will be eligible for compensation and resettlement assistance
- To identify households that may be particularly vulnerable during the resettlement process and any other subgroups that may be differentially impacted and need targeted assistance
- To provide an in-depth understanding of community organization and leadership and specific issues such as poverty, livelihood systems, community leadership, and organization
- To develop an inventory of losses (rights to land, assets, access to resources, and so on) that households, enterprises, and communities will experience because of the project, as the basis for valuation and calculation of compensation
- To record preproject livelihood resources, division of labor, production systems, and yields as the basis for designing measures to restore and improve livelihoods
- To provide measures of displaced households’ preproject living standards and livelihoods and establish a baseline or reference point for monitoring displacement impacts and the effectiveness of measures to improve living standards and livelihoods
- To provide the starting point for predicting resettlement impacts, designing mitigations, and monitoring their effectiveness
- To identify preliminary preferences of displaced people in terms of forms of compensation

III. HOW TO COLLECT BASELINE DATA

225. For resettlement purposes, baseline data collection is typically divided into the following activities (see figure 4.1):

- Census (see section IV., “The Census” of this module)
- Land and asset survey (see section V., “The Land and Assets Survey” of this module)
- Socioeconomic surveys (qualitative and quantitative) (see section VI., “Socioeconomic Surveys” of this module)
- Livelihood baseline studies (see section VII., “Livelihood Baseline Surveys” of this module)

226. The purpose and objectives of each of these activities are summarized in table 4.1.
### Table 4.1. Purpose and Objectives of Data Collection Activities

<table>
<thead>
<tr>
<th>Data collection activity</th>
<th>Purpose</th>
<th>Scope</th>
</tr>
</thead>
<tbody>
<tr>
<td>Census</td>
<td>The census defines who is affected and who is entitled to receive compensation and resettlement assistance. The census covers all households who reside within the project footprint or own or use assets (land, structures, crops, others) located within the footprint, as well as enterprises in the footprint. The census covers affected persons regardless of their legal rights (informal users as well as legal owners).</td>
<td>Identifies and records the people, households, and enterprises that will be physically or economically displaced by the project Records owners and all employees (full and part time) of potentially displaced enterprises Defines who will be eligible for various forms of compensation and resettlement assistance Registers households and individuals that are potentially vulnerable Defines the population (sample) that will be subject to household socioeconomic surveys</td>
</tr>
<tr>
<td>Land and assets survey</td>
<td>The land and assets survey defines what will be lost (land, assets, and access to resources) and provides the basis for valuation of losses and determination of compensation. The survey covers the land and assets of all affected persons, households, and enterprises. The survey should also cover community land, assets, cultural property, ecosystem services, and natural resources that will be lost to the project.</td>
<td>Identifies displaced landowners, occupants, and users and verifies their tenurial status Surveys and establishes the boundaries of each affected landholder's land plots Surveys, measures, counts, and records the land and assets that each household, enterprise, or community will lose due to the project Collects and records all parameters needed for the valuation of land and assets Identifies and delimits common property and natural resources that may be lost or subject to restrictions of access Maps cultural property including sacred sites that will be displaced or subject to restrictions of access and identifies owners or custodians</td>
</tr>
<tr>
<td>Socioeconomic surveys</td>
<td>Socioeconomic surveys are used to define displaced people’s preproject living standards, livelihood resources and income levels. Quantitative household surveys should cover a random sample of the displaced population, ideally with defined confidence interval and limits.</td>
<td>Provides an understanding of displaced households’ preproject living standards, livelihood resources, social networks, and access to services and infrastructure Gathers preliminary information about household preferences for relocation and livelihood restoration</td>
</tr>
</tbody>
</table>
### Data collection activity

<table>
<thead>
<tr>
<th>Data collection activity</th>
<th>Purpose</th>
<th>Scope</th>
</tr>
</thead>
<tbody>
<tr>
<td>Qualitative surveys</td>
<td>Qualitative surveys should purposively sample key subgroups including vulnerable or marginalized groups, farmers, fisherpeople, and business groups and be tailored to local circumstances and project impacts.</td>
<td>Establishes a baseline for future monitoring of impacts and progress toward living standards and livelihood restoration.</td>
</tr>
<tr>
<td>Livelihood baseline studies (for example, agriculture, foraging, fisheries, businesses and employment, urban livelihoods)</td>
<td>Livelihood baseline studies define project-affected persons’ livelihood resources, systems of production, current yields, and levels of production. The extent and scope of livelihood surveys should be tailored to address the specific circumstances of the project-affected population. (For example, if livelihoods include fishing, surveys of fisheries will be necessary.)</td>
<td>Assesses household livelihood resources and division of labor. Documents daily and seasonal calendars of activities of household members. Assesses crop types and varieties, cultivation techniques, yields, opportunities, and challenges. Assesses land requirements for rotation, fallow, and grazing of livestock. Identifies ecosystems and natural resources on which displaced communities are reliant and determines their importance for livelihoods. Assesses value chains—secondary processing, arrangements for barter or sale and downstream parties that may be impacted by loss of supply. Establishes locational interdependencies among dwellings, agricultural land, occupations, enterprises, and markets (particularly for urban resettlement).</td>
</tr>
</tbody>
</table>

227. Upon completion of data collection, it is good practice to present a summary of findings to the project-affected communities and to provide them with copies of any summary reports that do not contain private and confidential information. This has the following benefits:

- Communities have the opportunity to validate findings and correct any factual inaccuracies.
- Communities and their leadership have access to the information for their future reference and use.
- Community members can see a tangible output for their time and effort invested in participating in baseline data gathering activities, and thus may be more willing to participate in future survey and monitoring activities.
A. Coordination with ESIA

228. Where possible, baseline data gathering for resettlement should be coordinated with ESIA data collection (PS1 on Assessment and Management of Environmental and Social Risks) and with activities directed at identifying “biodiversity of significant social, economic, and cultural importance to local communities” (PS6 on Biodiversity Conservation and Sustainable Management of Living Natural Resources). As mentioned in module 1, (see section IV.C. “Understanding the Role of the Government”), the scoping stage will have identified the areas where coordination between the ESIA and the land acquisition and resettlement process is required and possible. Data collection should be managed to avoid unnecessary replication of engagement and surveys with displaced communities, as this can give rise to mixed messages, frustration, and survey fatigue among respondents. Resettlement baseline data must be based on surveys of project-affected households specifically, not generic socioeconomic gathered from the wider project area of influence, which is often used in project ESIA.
IV. THE CENSUS

A. Overview

The census is a complete enumeration of the project-affected population (physically and economically displaced) with names of affected persons and their basic demographic data.

229. The purpose of the census is to:

- Identify and record the people, households, and enterprises that are displaced by the project and, upon verification, to define who will be eligible for compensation and resettlement assistance
- Develop a register of households and individuals that are potentially vulnerable
- Define the population to be sampled for household socioeconomic surveys (see section VI.B., “Quantitative Surveys” of this module for details on the sampling)

230. The census is tied to a cut-off date, usually the date when the census is completed (see also module 2.IV.B., “Cut-Off Date”). The census establishes a list of the people and enterprises present in the project area at the cut-off date, that is, those who will be eligible for compensation or other forms of resettlement assistance. It provides the basis for excluding speculative claims from those settling in the project area after the cut-off date and claims by local households for new structures built or crops planted after the cut-off date (box 4.2).

Box 4.2. The Critical Function of the Cut-Off Date

**Purpose of the Cut-Off Date**

The purpose of the cut-off date is to prevent speculative land allocation, new settlement, and establishment of fixed assets within the project area once the census and asset survey have been completed. Persons occupying the project area after the cut-off date are not eligible for compensation and/or resettlement assistance. Fixed assets (for example, structures, crops, and trees) established after the cut-off date will not be compensated. Often, the completion date of the census and land and asset survey of project-affected persons is adopted as the cut-off date.

The cut-off date is not intended to prevent the registration of individuals or groups who have legitimate claims to land, assets, or use of natural resources in the project area, including who might be absent when the cut-off date is declared. Such groups may include:

- Absentee families or family members who may be engaged in seasonal or migrant labor elsewhere in-country or internationally
- Seasonal users such as transhumance pastoralists, herders, hunters and trappers, foragers, and fisherpeople
- People separated from their land and assets due to conflict (IDPs or refugees)
- Other absentees such as those in military service, in hospital, in prison, or studying elsewhere

**Where Statutory Cut-Off Date Provisions Exist**

Where possible, the preference is that a cut-off date be defined as part of land-acquisition, compensation, or resettlement statutory procedures. The date can then be legally enforced. Often, regulations do not refer specifically to a cut-off date per se but define other milestones that can serve a similar purpose (for example, closing date for registering as “affected” or date of declaration...
of a moratorium on new development). In such cases, the project sponsor’s role is to widely publicize the cut-off within the project area to ensure that local people (project affected and others) understand its significance (refer to module 3, “Stakeholder Engagement”).

**Where There Is No Statutory Provision for a Cut-Off Date**

Where there is no statutory provision for establishing a cut-off date, the project sponsor should consider some of the following measures:

- Seek to refer to a cut-off date procedure in project-government agreements (such as host government or production-sharing agreements, concession agreements, or land-grant agreements).
- Request the government to impose a moratorium on new land allocation and development over the project footprint—there is sometimes provision for this in land-use planning legislation.
- Seek the cooperation of local government to prevent encroachment or new development in the project footprint—consider formalizing this in a joint project-government encroachment management plan or memorandum of understanding.
- Raise awareness among local communities and their leadership about the risks of allowing encroachment and an influx of outsiders and seek their cooperation in managing these risks.

Partnership with the government and local leaders may lend some authority to measures to prevent encroachment and speculative activity where statutory provisions do not exist.

**Challenges and Risks**

Upon announcement of the cut-off date, there is a tendency for affected persons to suspend normal livelihood activities and expect immediate compensation. It is important that they be encouraged to continue these activities until compensation measures have been agreed and they have been given notice to stop project-affected livelihood activities.

Speculative construction and planting of crops solely for the purposes of obtaining compensation is always a risk—ideally the project sponsor should take both ground and aerial imagery that corresponds as closely to the cut-off date as possible as evidence of the fixed assets that were in ground when the cut-off was declared.

With or without a cut-off date, in-migration and encroachment on the project footprint are always a risk. The project sponsor should do the following:

- Take satellite or aerial photography, as noted, to correspond as closely to the cut-off date as possible as a record of eligible assets
- Develop and implement an encroachment and/or influx management plan

If there are protracted delays between cut-off date declaration and the start of resettlement implementation (two years as absolute maximum, sometimes less), it will be necessary to update the census and asset surveys to reflect changes that have occurred in the intervening period.

New household formation (as a result of marriages, separations, and divorces) naturally continue throughout the resettlement planning and implementation period. The resettlement team should have a clear policy on the entitlements of bona fide new households and might include provision of replacement housing in a follow-up stage.

The cut-off date may impose a significant restriction on project-affected persons’ right to enjoy and develop their property. It also represents a significant opportunity cost in terms of people being able to form new households, expand or improve their houses, start businesses, or develop new
agricultural areas. Where resettlement does not proceed (or occurs only after a protracted period), project proponents should consider compensation to be paid in recognition of the disturbance, restriction of use, and opportunity cost it entails (see also module IV.B., "Cut-Off Date").

231. The census involves a small team of trained enumerators visiting each household and recording basic information about household members, such as name, age, gender, occupations, and relation to the household head. Information should be gathered for project-affected businesses (see section IV.D., "Census of Enterprises" of this module). Below are key aspects of a census exercise:

- One or more respected village or local government officials who can verify bona fide local residents should accompany the enumerators. It is good practice for the census enumerators to also take photographs of the household head, any household members present, and the principal household buildings.
- GPS recording of the location of the household’s dwelling(s) can also be useful to confirm the completeness of census and for follow-up meetings.
- Dependent on the nature of project impacts, the census team may also need to register natural resource users such as hunters, fisherpeople, intertidal zone collectors, foragers, or pastoralists.
- Care should be taken to account for seasonal users (for example, fisherpeople, herders, and pastoralists) who may reside well outside of the project area of influence.

232. To rapidly capture the affected population before there is any influx of outsiders, the census may be undertaken as a standalone activity. Alternatively, it may be more practical to complete the census, socioeconomic surveys and asset inventory at the same time. The latter approach is more suitable where the population to be recorded is dispersed and difficult to reach, or in high density urban settings where it may be logistically challenging to arrange multiple meetings with large numbers of working households.

B. Household Census

233. The household census should record the following:

- Name, identification, and contact details of the household head
- Ethnicity and religious affiliations of household members
- Languages spoken in the household
- Name of each household member, together with age, gender, educational attainment and level of literacy, relation to the household head, and current occupation
- Names of household members normally resident in the dwelling but who may be absent at the time of census for reasons such as study, hospital confinement, military service, imprisonment, seasonal work, or the like
- Location of the dwelling (for example, address, GPS coordinates, or location within a predetermined grid)
- Self-reported tenurial status of the household (for example, owner, lessee, tenant, or informal dweller)
• Assessment of the vulnerability of the household or individuals living within that household (for example, very poor, elderly, physically or intellectually impaired, chronic illness, ethnic minority or otherwise socially marginalized, or poor—see box 4.3)

• Brief description of the dwelling (for example, type, materials, number of stories, approximate floor area, condition, and type of finishes and furniture)

• Photo of the household head

• Collective photo of household members

• Photos of the dwelling and associated structures

234. An example of a household census form is given in appendix B, "Example of a Census Form."

C. Using the Census to Identify Vulnerable Individuals and Households

235. For projects displacing large numbers of households, it can be very difficult and time consuming to develop a register of vulnerable households or individuals. This process is best commenced as part of the census. See box 4.3.

Box 4.3. Identifying Vulnerability for Resettlement Census Purposes

Identifying vulnerable individuals and households in a resettlement context is an iterative process. IFC PS1 identifies some generic criteria for vulnerability, but these only provide a starting point for assessing what constitutes vulnerability within a project-specific and resettlement-specific setting. Vulnerability is also a dynamic condition. Households can become more or less vulnerable due to resettlement processes and external factors not related to the project, such as deaths in the family, ill health, loss of employment, crop failures and so forth. Be particularly aware of any groups that might be disadvantaged in terms of asserting their interests or rights to use land and assets within the context of baseline studies.

• Use PS1 (paragraph 12) generic vulnerability criteria as a starting point.

• Assess other potential sources of vulnerability specific to the project context and the resettlement program.

• Incorporate vulnerability screening criteria in census and surveys—use this to develop a working list of vulnerable households.

• Assess each household on the working list to validate vulnerability and determine the support needed—involve government social welfare officers, NGO specialists, and vulnerable people representatives in the assessment, as appropriate.

Some specific baseline collection measures might include those that follow (See also module 3.V.D., "Vulnerable Groups" for engagement with vulnerable groups).

Prior to designing baseline surveys:

• Conduct some interviews with resource persons and focus group discussions (ideally during the scoping stage) to learn about criteria local communities use to distinguish a household that is well off versus one that is vulnerable or marginalized.

• If appropriate, use these consultations to develop a preliminary list of vulnerable, affected households.

As part of the baseline census and surveys:

• Develop a simple checklist for census enumerators to assess household vulnerability in the field (for example, household demographics, dwelling characteristics, indicator assets, access to land).

• Ask household heads to self-appraise their household’s welfare (example: considering your household’s current circumstances, would you describe yourself as rich/comfortable/manage to get by/never have quite enough/poor/desolate?) Be aware that such a self-assessment is subjective and either exaggerated or underestimated in an attempt to gain additional compensation.
Use household income or expenditure quintiles to identify poorest households.

Develop a household welfare index based on the household’s ownership of selected assets, such as televisions, bicycles, materials used for housing construction, and access to water and sanitation.

**Monitoring:**
Throughout resettlement implementation, monitor for cases of hardship or changed household circumstances that may indicate a need for additional support.

---

### D. Census of Enterprises

236. Project implementation can result in temporary or permanent impacts on a wide range of businesses and enterprises, from factories, mills, workshops, and shops to roadside or market stalls. Some businesses are licensed, return taxes, and prepare audited accounts. Others may be informal with little or no record keeping. PS5 prescribes certain types of compensation for impacts on commercial structures affected by project land acquisition or restrictions of use (PS5, paragraph 27). Information to be gathered during the census of a business might typically include the following:

- Name of owner/s (and operators, if these differ)
- Type of business/enterprise
- Type of ownership (sole proprietor, partnership, company, cooperative, registered, or informal)
- Land title details or nature of rights to land
- Description of commercial structures and any fixed plant and equipment
- Monthly or annual income
- Monthly expenses
- List of employees together with details of their employment basis (full-time, part-time, casual) and typical earnings
- Locational requirements

237. Enumerators will need clear instruction about the types of evidence to be gathered to support estimates of enterprise income and expenditure. In the case of registered businesses, these are likely to consist of tax returns and audited accounts. Informal businesses may be required to produce evidence of receipts for expenditures, or the enumerator may need to make some estimate of turnover based on the value of stock and the operator's reported frequency of replenishment. Where possible, information gathered in this way should be assessed against comparative data from other sources (for example, national or regional small business studies or other resettlement projects).

238. To avoid double counting, clear rules need to be developed to address home-based businesses or shop-houses, which are common in many countries with emerging markets. These either need to be addressed as part of the household census or enterprise census, but not both.

### E. Census of Natural Resource Users

239. In undertaking a census, resettlement practitioners must be aware that there are potentially natural resource users who reside outside of the project site but who rely on on-site ecosystems for...
their livelihood. Such users may be active year round, or they may use the area seasonally. Examples of such users may include:

- Transhumance pastoralists
- Livestock herders
- Hunters and trappers
- Foragers (undertaking subsistence activities such as gathering firewood, fruits, berries, herbs, mushrooms, honey, medicinal plants, and the like)
- Fisherpeople
- Intertidal and nearshore gatherers
- Artisanal sand diggers
- Collectors of NTFPs for trade or self-consumption.

240. Careful investigation is required to identify such users and record their names for census purposes. Typical steps might involve the following:

- Interview resource individuals to gain an understanding of the kinds of natural resource users who utilize the project site, the nature and timing of their activities, and where they can be contacted.
- Develop a preliminary list of user groups and decide on the approaches that will be used to expand this into a census.
- Approach government land or resource managers to identify licensed users or draw on their knowledge of resource users active in the project area of influence.
- Talk to surrounding village leaders or elders who may be able introduce key users.
- Approach user associations: for example, hunting or fishing associations and rubber tapper and medicinal plant collectives to get information about members.
- Conduct field observations and interviews to substantiate the quantity of resource being used. For example, enumerators could wait at fish-landing sites or at known paths into natural resource areas where they can gather, weigh, and record the type and quantity of resources being harvested or collected and the names and details of those utilizing the area.
- Install a GPS device on potentially affected fishing boats for several days to identify fishing boat routes and fishing grounds.
- Attend markets on days when NTFP buyers and sellers are known to be in town.
- Telephone or travel to locations of known herders or pastoralists to record their details.
- Triangulate information from the above sources to form a comprehensive census of users.

241. In some instances, natural resource users may be engaged in illegal activities and may be solely reliant on these for their livelihood. Such uses may be customary or have been undertaken for long durations. While a project sponsor must not condone illegal activity, such users may experience hardship as the result of impacts of a project development and can be persistent in their claims for support. These groups are project affected and should be recognized for census purposes. If an accommodation cannot be negotiated directly with such users, consideration should be given to engaging a third party trusted by the users (such as an NGO) to consult, establish the users’ circumstances, and broker appropriate support on their behalf.
F. Third-Party Property Interests: Tenants, Renters, and Sharecroppers

242. In addition to households who have direct rights to land, it is also important to identify and record those with third-party interests. At their simplest, these may include people who have entered into either formal or informal agreements with the landowner, such as renters, lessees, tenants, or sharecroppers. Under some circumstances, third-party interests may also include mortgagees. In urban settings, there can be many variations in the types of third-party arrangement. The full range of third-party arrangements in the project footprint should be identified as part of resettlement scoping (refer to module 1, “Scoping and Risk Assessment of Land Acquisition Impacts” and appendix A, “Scoping Stage Checklist”) and prior to the design of census proformas. See box 4.4.

Box 4.4. Census of Tenants in Guinea

In the Guinea Alumina Corporation (GAC) project in the Daprass area of the Kamsar industrial town, it was identified early at the scoping stage that potentially displaced houses were home to numerous tenants, and that they sometimes had been designed and built specifically to accommodate tenants (multiple one-room and two-room dwellings). In addition, it was also identified that tenants would be significantly affected by the loss of their rented homes, as there was a shortage of dwellings suitable and affordable for tenants in the central areas of the city, and that rents were high and landlords very demanding as a result (for example, charging high down payments).

Identifying tenants eligible for compensation was therefore critical. When asked whether they had tenants, landlords were not necessarily forthcoming with a full identification of tenants, as they may have perceived that this would be detrimental to the calculation of their compensation. In addition to asking landlords, the project employed a combination of methods to properly identify tenants:

- Asking the census committee (community members that were established as a committee to facilitate the census and surveys in early stages of resettlement planning) whether they were aware of any tenants in the building subject to the census.
- Asking individuals (other than the landlord) found to occupy the building whether they were tenants.
- Checking on the parts of the building actually occupied by the owner and asking people found in other parts whether they were tenants.
- Revisiting and repeating tasks when there were doubts.
- Understanding a pattern that is common in West Africa for shops: namely, the shop structure and the shop operation belong to two different individuals, with the shop operator renting the building from a landlord. Compensation for the loss of the shop structure and compensation for the loss of business income was therefore provided to two different individuals respectively.

G. Resources for Undertaking the Census

243. The census should be undertaken by a team of trained enumerators. This can be the same team that undertakes the socioeconomic survey or the land and asset surveys. Dependent on the scale of resettlement, the census could be undertaken by the project resettlement or community relations team, local government staff, a local university, a local NGO, or specialist consultants. The field team will need to receive practical on-the-job training from their supervisors or consultants. A
pilot census should be undertaken with a small sample and cross-section of households and then reviewed to ensure that the approach and questions asked are appropriate and relevant, and if not, revised accordingly. Each census team might consist of one or two members accompanied by a local leader or other person very familiar with the community. Census team tasks may include the following:

- Interviewing the household members and completing a census pro-forma
- Photographing the household head, other household members present, as well as the household’s principal fixed assets
- Taking GPS readings on the thresholds of the principal household buildings

244. Typical equipment for each team might consist of a handheld GPS and camera, camera with in-built GPS, or electronic tablets with camera and facility to complete the census pro-forma digitally, for subsequent transmission to a central database.

245. Where accuracy of measurements is critical (dense urban settings), the use of differential GPS\textsuperscript{12} should be considered.

Table 4.2. The Do’s and Don’ts of the Resettlement Census

<table>
<thead>
<tr>
<th>Do’s</th>
<th>Don’ts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Align project census definitions (for example, household definition, occupation categories) with those used for the national census or other national statistical surveys if practicable and appropriate. This enables project survey findings to be correlated with wider statistical information to provide insight into what makes project-affected communities common or distinctive. Ensure that census enumerators are trained to consistently apply terms correctly such as household, family, landowner, user, and occupant. Obtain aerial photography or satellite imagery that corresponds as closely as possible with the cut-off date—this can provide a snap shot of all structures, crops, and land improvements eligible for compensation and can be used to identify speculative planting or construction occurring after the cut-off date. Use GPS to record locations of dwellings and</td>
<td>Double count. Overlook seasonal or transient site users who may not be present at the time of census, such as herders, transhumance pastoralists, foragers, hunters, and fisherpeople. Overlook nonregistered users and third-party users (tenants, sharecroppers). Overlook the need to protect the privacy and confidentiality of personal and household information. Rely only on information about quantity of fish caught/resources harvested from utilizers of natural resources. Proceed with a census without a robust grievance management mechanism in place.</td>
</tr>
</tbody>
</table>

\textsuperscript{12} A differential GPS uses one or more ground based reference stations to provide improved location accuracy for data received from satellites. Best implementation of differential GPS provides locational accuracy $\pm 100$ mm compared to $\pm 5$ meters for standard GPS. Differential GPS is commonly used for topographic and engineering surveys.
businesses as part of the census. These can be correlated with up-to-date orthophotos or satellite imagery.

Ensure eligible households have some form of unique identification (for example, either a national identity card or a project-issued registration card), once census findings have been validated.

Consider using fingerprint or retinal scanners to identify eligible parties to avoid confusion where names are spelled inconsistently or where many people/families have the same name.

For linear projects, consider putting in place cut-off dates by section based on the project construction schedule (for example, one cut-off date for each section or construction phase) and/or by administrative boundaries (for example, one cut-off date for each district).

V.  THE LAND AND ASSETS SURVEY

The land and assets survey involves the survey and measurement of household, enterprise, and community assets that will be subject to loss (or loss of access) as a result of a project. Assets can include (but are not limited to) rights to land, land improvements, dwellings and associated structures, other immovable property, trees and crops, community assets and access to natural resources, and cultural and spiritual property.

246. The purpose of the land and assets survey is to define what will be lost (for example, land, assets, and access to resources) due to project land acquisition. This will be the basis for valuation of losses and determination of compensation. Other objectives and tasks of the land and asset survey include the following:

- Identifying displaced landowners, occupants, and users and verifying their tenurial status
- Surveying and establishing the boundaries of each affected landholder’s land plot(s)
- Surveying, measuring, counting, and recording the land and assets that each household, enterprise, or community will lose due to the project
- Collecting and recording all parameters needed for the valuation of land and assets
- Identifying and delimiting common property and natural resources that may be lost or subject to restrictions of access
- Mapping and recording cultural property that will be displaced and establishing its owners or custodians

247. As a precursor to any land and asset survey, all involved parties should be briefed and receive training on IFC PS5 and, in particular, on any areas where PS5 requirements may be more extensive than those under national legislation. Government land officers, local surveyors, and lawyers will typically have well-established procedures for undertaking land and asset surveys and will revert to these unless they understand the rationale and requirements for any additional measures. Areas
where compliance with PS5 requirements are often more extensive than under national law include the following:

- Obligations related to providing information and engagement with affected households and host communities prior to embarking on land and asset surveys
- The need to widely publicize a cut-off date
- The obligation to make affected persons aware of avenues for making a complaint
- The need to recognize certain categories of informal or extralegal land use and occupation that might be excluded from official land and asset surveys
- The need to recognize displacement of common property and natural resources users

248. Land and asset surveys may be led by government, supervised by government, or undertaken entirely by a project land or resettlement team or project consultants and contractors. The approach is sometimes dictated by national legislation or by responsibilities defined in host government agreements, concession agreements, or as part of license conditions. Whichever approach is adopted, the division of responsibilities between project and government should be clearly defined. Where land and asset surveys are government led but where the project sponsor is required to pay for compensation, procedures for quality assurance and validation should be agreed to at the outset. Such procedures may include one or a combination of the following:

- Asset surveys implemented by a government agency, with participation (and sign-off if possible) of company representatives
- Asset surveys implemented by a company (or a contractor appointed by the company), with government representatives participating and signing-off
- Asset surveys implemented by a third party (private contractor) based on a mutually agreeable scope of work, with government and company representatives signing-off on survey sheets

249. Where roles and responsibilities in legislation or project agreements are unclear, it may be desirable to develop a joint project-government land-acquisition and resettlement MoU at the scoping stage. Such an agreement should clearly define standards, steps to be followed, timeframes and the roles and responsibilities of each party (refer to module 1.IV.J., “Scoping Field Visit and Review”).

250. Dependent on the scale of the project, some activities to be undertaken during the land and asset survey include the following:

**Presurvey**

- Define rights to land (permanent acquisition, temporary occupation, and restrictions such as easement rights for transmission and pipeline corridors) necessary for the planning, construction, and operation of the project.
- Carefully research the types of land-tenure arrangements existing over the project footprint—pay particular attention to any customary and/or informal rights that may coexist (or conflict) with statutory land titles and understand how these are established and formalized (see box 4.5).
Box 4.5. Example of Urban Tenure Types in the Philippines

Urban land and property tenure can be complex. In Manila, Philippines, for example, there are seven basic tenure combinations, with many variations on these. These include hybrids of formal and informal property rights and occupation. All tenure types are regularly transferred between owners for cash payment:

- Titled ownership of house and lot (private title)
- Rent house or room including lot
- Own house, rent lot
- Own house, rent-free lot with consent of owners (for example, so-called backyard settlers)
- Own house, rent-free lot without consent of owner (for example, informal settlement on public land)
- Rent-free house and lot with consent of owners
- Rent-free house and lot without consent of owners

Prior to conducting resettlement census and surveys in this context, stakeholder engagement is necessary to reach consensus on the categories of tenure types that will be recognized for compensation and the procedures that will be used for validating ownership or land-use and/or property rights.

- Determine national legislative requirements for undertaking land surveys and measurement, valuation, compensation, and resettlement.
- Determine the respective roles of government and the project sponsor—and formalize this in an MoU, if needed.
- Agree with government the standards that will be applied for land acquisition and resettlement—make specific reference to the need to comply with IFC PS5 as well as national legislative requirements in any government-project MoU.
- Identify the responsible government departments and officers and any other key stakeholders.
- Establish mechanisms for government-project coordination, such as regular meetings or formation of a joint project-government land and resettlement steering committee and/or working group (see also module 3.V.A., “Government”)
- Define the kinds of expertise needed to complete the land and assets survey, including any licensed professionals that might be required by law (for example, valuers, surveyors, and lawyers).
- Assemble a team with such licensed professionals as mandated under local legislation and other required expertise (for example, members with training in legal, resettlement, land surveying, valuation, forestry, agriculture, animal husbandry, building survey, and geographic information system (GIS) practices).
- Prepare communication activities as part of the overall Resettlement Stakeholder Engagement Plan (refer to module 3.VII., “Strategic Communications and Disclosure”) for the rollout of the land and assets survey, to include relevant levels of government, local leadership, and communities.
• Research land titles specific to the project site as well as any other kinds of landownership or land use rights records in state, regional, and district land cadasters as well as village-level land allocation records.

• Conduct a visit to the project footprint to achieve the following:
  o Identify any existing survey monuments or markers and if necessary, place new ones to clearly delineate the project site
  o Determine whether cadastral and land parcel information is complete and up-to-date, and accurately reflects current ownership and occupation or whether additional land parcel surveys will be required
  o Develop a typology of affected land and assets that will need to be measured and recorded as part of the land and assets inventory.
  o Identify the extent of any customary rights to land and any informal land occupation or usage.

• Develop a land and asset survey recording pro-forma (see appendix C, "Example of a Land and Asset Survey Form"). This should take into account the parameter and units that will be used for asset valuation and be in a form that will allow easy inputting into the database.

• Conduct training with the land and asset survey teams national legislative and PS5 requirements and field procedures, use of equipment (GPS, camera and video, PC/tablet), and data recording—role play typical field situations that the land and asset survey teams may encounter.

• Understand the mechanisms for resolving land ownership disputes (What kind of disputes can and cannot be resolved by the land and asset survey team? What are legislative avenues for resolving land disputes and conflicts? When must these avenues be used and what parties must be involved?).

• Conduct meetings to brief regional, district, and village leaders on the steps that will be followed for the land and asset survey.

During survey

• Conduct a meeting or meetings with project-affected persons to explain the land and asset survey purpose and process and avenues for making a complaint.

• Verify land parcel boundaries on the ground with affected owners, users, and occupants, and neighbors—where necessary update land-parceling plans to reflect current ownership and use.

• Promptly resolve any boundary discrepancies or landownership conflicts with adjacent land holders in the field or refer them to the relevant statutory processes or RAP grievance management system as appropriate.

• Concurrently with the land parcel verification, carry out a process of landholder identification—verify tenurial status and owners and users of each land parcel.

• Where possible, when incidence of informal occupancy is high, register each landholder’s interest in land at least at the village or district level.

• Prepare a compensation dossier for each eligible landholder (electronic with paper back-up), including the following:
- Identity information and copy or scans of identity documents
- Copy or scans of original field asset survey forms
- Signed-off asset summaries and compensation agreements (to be included at a later stage)

- With the participation of each affected landholder or land-right user, survey, measure, count, and map assets (land, trees, crops, livestock, structures, and improvements) belonging to each landowner or land user and record all information spatially (with GIS), in tabular form and with photographs and video.

- Enter land information into the project database, identify any discrepancies, and immediately return to the field to resolve these with the relevant landholder (and neighboring landowners if relevant, such as in boundary disputes) so that such grievances do not escalate by being left unattended for long periods.

- Once complete, the landholder, a project representative, and a third-party witness (for example, government representative, trusted village leader, or legal NGO) should sign an asset summary (see module 6.III., “Task 1: Defining Compensation and Resettlement Entitlements and Obtaining Sign-Off”).

**Postsurvey**

- Prepare summary tabulation of affected land and assets and share with affected household in the form of an asset summary (see example of such a summary in appendix E, “Example of an Asset Sheet”).

- Apply compensation rates (see module 2.VI.B., “Valuation and Compensation Rates”).

- Determine compensation budget (see module 2, sections VI.B., “Valuation and Compensation Rates” and VIII.B., “RAP/LRP Budget”).

- Prepare compensation agreements (household, enterprise, and community).

- Facilitate households to assemble documents, notarizations, and the like for the purposes of entering into compensation agreements.

251. Consideration should be given to locally disclosing the completed land parcel map and list of verified owners. This ensures the transparency of the process and gives community members one final opportunity to ratify or challenge the land survey, ownership, and land use rights.

252. Community and government infrastructure and assets should also be surveyed by the land and asset team, with representatives from the responsible authority or owning entity. These assets should be surveyed and recorded even when the intention is to replace them in kind. Care should be taken to identify the right custodian. Religious buildings, for example, may be the property of the community, a religious organization, or even a family or individual. Roads, wells and other water sources, or other village infrastructure could variously be private, the property of a village or community, or local or higher levels of government. Agreements should be put in place with each custodian describing how these assets will be compensated or replaced.
<table>
<thead>
<tr>
<th>Do's</th>
<th>Don'ts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use low-level orthophotos(^{13}) where available as a time-saving tool to map land parcels and identify affected assets.</td>
<td>So far as possible, survey or measure land and assets of households or enterprises that are not affected by a project—the act of measurement creates expectations of compensation that can be difficult to manage.</td>
</tr>
<tr>
<td>Specify comprehensive aerial photography coverage (to anticipate potential replacement housing and agricultural sites, adjacent host communities, as well as areas that may be subject to in-migration or other project uses such as borrowss, camps, laydown areas, and so forth—it pays to cover a wider area than the project anticipates it will need as the cost of wider coverage is generally minimal compared to contracting additional aerial photography later).</td>
<td>Overlook customary or traditional rights to land (which may, in some cases, conflict with statutory rights to land).</td>
</tr>
<tr>
<td>Investigate avenues to regularize or otherwise formally recognize informal users and occupiers and their property rights, such as through a certificate from the local government. It is always much easier to transact where rights have some kind of official recognition.</td>
<td>Overlook the need for independent governance checks and oversight—corruption, collusion, and fraudulent practices during land and asset surveys are common.</td>
</tr>
<tr>
<td>Place survey markings that clearly delimit the project land and makes it clear to occupants which land and assets are affected and which are not.</td>
<td></td>
</tr>
<tr>
<td>Take copious photographic and video records of property and structures that will be lost or may be potentially impacted by project construction works or vehicles. Very often disputes or claims for compensation can arise after a site or corridor has been cleared. In such cases, earlier air photos, ground photos, and videos can be invaluable for verifying preproject site conditions, trees, crops, and assets.</td>
<td></td>
</tr>
<tr>
<td>Systematically record by survey, photographs, and videos the condition of existing roads, culverts, bridges, river crossings, drains, and irrigation systems that may be potentially impacted by project construction works or vehicles—these will be invaluable if there are later disputes about the preproject condition or operability of community or local government infrastructure, or claims relating to damage.</td>
<td></td>
</tr>
<tr>
<td>Actively involve the property owner and users (house owner, landowner or user, crop owner) in the survey and so far as possible, survey or measure land and assets of households or enterprises that are not affected by a project—the act of measurement creates expectations of compensation that can be difficult to manage.</td>
<td></td>
</tr>
</tbody>
</table>

\(^{13}\) Orthophotograph: an aerial photograph or image that has been corrected ("orthorectified") such that the scale is uniform. Unlike an uncorrected aerial photograph, an orthophotograph can be used to measure true distances.
measurement process.

Help landholders to regularize or otherwise certify their interests in land.

Involve specialists, particularly in measurement and valuation of land, productive trees, and timber species.

Measure and record, as far as feasible, size and condition of structures, and undertake careful counts of individual trees and perennial crops—the tendency to roughly count, estimate, or round up in favor of the landowner can become a liability if there are later disputes about numbers, quantities, or valuations. It can also lead to jealousy and requests for recounts by neighbors if they think they can obtain an inflated estimate. Results should be replicable if there is a need to check them later.

Use overlays on orthophotos, or GIS maps to show the spatial distribution of land and assets. This improves transparency and reduces risks of overlaps, double counting, or fraudulent over-counting of assets.

Have a record of the completed survey and inventory signed by the affected property owner or land-right user.

Have a trusted third-party witness and sign off on the survey and inventory field summary (for example, village officer or elder, district office representative).

Measure and record all assets that will be lost, including those that will be replaced in kind.

Agree with government (for example, through an MoU), prior to commencement of a government-led land and asset survey process, on a system for validation of data, particularly if the project sponsor is to cover the cost of land acquisition and compensation.
VI. SOCIOECONOMIC SURVEYS

Socioeconomic surveys are meant to generate a baseline that will be used throughout the project's life, particularly to assess whether resettlement objectives are met and livelihoods are at least restored. They involve the application of quantitative and qualitative survey tools to develop a set of data that describe the socioeconomic conditions, living standards, and livelihoods of project-affected communities and their potential hosts prior to resettlement. The surveys should yield results that are reliable, sensitive, and valid and should be designed consistent with monitoring requirements and indicators.

253. To have value for future monitoring of progress toward restoration of living standards and livelihoods, socioeconomic survey techniques need to yield results that are reliable, valid, and sensitive:

- **Reliability** is the extent to which the survey instrument produces the same results when used repeatedly to measure the same thing. Socioeconomic surveys used to collect resettlement baseline data need to be replicable for monitoring purposes.
- **Validity** is the extent to which it measures what it is intended to measure.
- **Sensitivity** refers to whether the survey instrument is sensitive enough to measure key changes resulting from a resettlement intervention.

254. Socioeconomic surveys designed for resettlement purposes should follow social research good practice. Survey designs should include a mix of quantitative methods (for example, household socioeconomic questionnaires) and qualitative methods (for example, PA techniques, including interviews with resource persons, focus group discussions, and case studies). See module 3, sections III.C., “Focus Groups” and III.H. “Participatory Appraisal (PA) Techniques”.

255. It is important to select early on a set of KPIs that will be used throughout project implementation and monitoring to measure the restoration and improvement of livelihoods.

256. Household socioeconomic questionnaires are useful for generating one-dimensional quantitative indicators to measure resettlement impacts and outcomes. They are less useful for understanding complex, multidimensional, and dynamic constructs such as poverty, livelihoods, community organization and support networks, and leadership. Mixed-method survey designs introduce qualitative indicators that help the resettlement team understand the meaning and processes that underlie the statistical indicators derived from quantitative household questionnaires.

A. Review of Published Statistics

257. The starting point for socioeconomic design should be a review of published social reports and statistics relevant to the project area of influence. Although general and not necessarily entirely applicable to the specific context of the affected households, these can provide some preliminary idea of the local population that needs to be sampled and prevailing socioeconomic conditions. Sources of information include the following:
• National statistical offices: for example, census results and special study reports
• Local government and village-level statistics for population, education, health, agricultural production, and the like
• World Bank Living Standards Measurement Surveys database
• Demographic and health surveys
• World Food Program Comprehensive Food Security and Vulnerability Analysis
• Integrated Demographic Surveillance System
• Project ESIA reports, if these have been completed

258. The World Bank’s Living Standards Measurement Study website is an invaluable resource, not only for detailed household socioeconomic survey data, but also for survey questionnaire modules that can be readily adapted for resettlement use.

B. Quantitative Surveys

259. The most common quantitative survey method utilized for resettlement data gathering is the household socioeconomic questionnaire (see example in appendix D, “Example of a Simplified Livelihood Questionnaire”).

260. Quantitative surveys are useful for obtaining empirical measures of household living standards and livelihoods prior to displacement. Where possible, survey indicators should be aligned with national census data or other statistical indices so that the socioeconomic status of displaced groups can be correlated with regional or national measures. Surveys undertaken for E&S impact assessment are not generally sufficiently focused or detailed enough for resettlement-planning purposes. Nonetheless, such surveys can be useful for informing the development of resettlement survey instruments and sampling design.

261. Terms of reference should be developed for the consultant or institution that undertakes the household socioeconomic survey. The terms of reference should cover the following steps:

• Design of the survey instrument (and encoding for data entry)
• Sampling design
• Training of the survey team
• Pilot testing and refinement of the survey instrument and sampling protocols
• Survey implementation
• Data encoding and entry into a database
• Data cleaning and quality review
• Data analysis
• Report preparation.
Box 4.6. Benefits of Tablet-Based Electronic Survey and Data Entry

Increasingly, electronic tablets are being used for carrying out household surveys in developing countries. Tablets can be programmed with survey questions and enumerator instructions and can incorporate consistency and completeness checks to ensure that the enumerator satisfactorily completes each questionnaire.

The major benefit of tablet-based interviews is that they eliminate the need for data encoding and entry—a time-consuming process and significant source of errors. Benefits of tablets include the following:

- Lower cost per completed survey (eliminate time spent in encoding and data entry)
- Reduced survey and data-processing time
- Elimination of data entry errors
- Incorporation of consistency and completeness checks
- Ability to capture photos and GPS coordinates

Potential disadvantages include the following:

- The need of a power source for overnight recharging
- The lack of a paper record, and so no backup in the event of a technical malfunction—surveys that have not been uploaded to a central server will need to be repeated

262. The pilot test is a critical step to refine and finalize the questionnaire, but pilot test results should be discarded. The pilot should be conducted by the core team that will be responsible for implementing the actual survey, and it should be used to do the following:

- Check that the sampling method (and protocol for selecting replacements where a household is not available or cannot be interviewed for other reasons) works in the field
- Verify that questions are straightforward, unambiguous, and meaningful to interviewers and respondents—and that they are correctly translated and in appropriate languages
- Confirm that technical terms and units of measurement are familiar to enumerators and respondents
- Check the duration of interviews
- Check the consistency of understanding of questions and recording among the enumerators and respondents
- Test and refine encoding (or software and data management systems, where tablets are used).

263. The socioeconomic survey instrument should be designed by experienced social specialists familiar with (i) conducting resettlement surveys to meet international standards and (ii) the living conditions and livelihood systems of the displaced population. Ideally, the design should be done by an international specialist and a local specialist working as a team. The census list of displaced persons should be used as the sample frame. The sampling design should cover all major affected groups. Household questionnaires should utilize random sampling with clear procedures for recording and replacing absentee households and those that decline to participate. Ideally, sampling of displaced households should be sufficient to provide a confidence level of 95 percent with a confidence interval of +/- 5 percent or better.

264. For resettlement- and livelihood-planning purposes, the quantitative survey should encompass the broad topics summarized in table 4.4.
### Table 4.4. Checklist of Household Data Requirements for Resettlement Questionnaire (Rural Setting)

<table>
<thead>
<tr>
<th>Topic</th>
<th>Parameters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Household identification (correlate with census data)</td>
<td>Household ID, name of household head, address/location details, identification number, contact details</td>
</tr>
<tr>
<td>Household members and demographic characteristics (if not captured in the census)</td>
<td>Age, gender, ethnicity, religion, languages, relationship to the household head, educational attainment, occupation of each household member</td>
</tr>
<tr>
<td>Dwelling</td>
<td>House tenure status, rental amount, area, number of rooms, construction materials, level of finishes. (These can be captured in the asset survey as well.)</td>
</tr>
<tr>
<td>Household access to land (for all household members)</td>
<td>Summary of household land area, types, and locations; tenure or basis for use; land disaggregated into project affected and not affected; use of land in the previous year or growing season</td>
</tr>
<tr>
<td>Trees and perennial and annual crops</td>
<td>Perennial and annual crops planted in the past year, inputs, self-consumed production, production sold</td>
</tr>
<tr>
<td>Household ownership of livestock</td>
<td>Number and types of livestock, use, by-products</td>
</tr>
<tr>
<td>Self-employment</td>
<td>Nature of business, months of operation, gross income, principal business expenditures, number of employees, average monthly income, fixed buildings, plant and equipment</td>
</tr>
<tr>
<td>Household assets</td>
<td>Ownership of assets and household items such as TVs, computers, electrical appliances (to be adapted depending on the local context)</td>
</tr>
<tr>
<td>Economic activities of the household</td>
<td>Productive activities for cash and subsistence, use of natural resources and common property, seasonal activities, secondary processing, crop storage, barter and exchange, use of markets and middle men</td>
</tr>
<tr>
<td>Household income</td>
<td>Household annual income range, household income sources (all members)</td>
</tr>
<tr>
<td>Household consumption and expenditure</td>
<td>Household self-consumed production and expenditure on food and nonfood items</td>
</tr>
<tr>
<td>Savings, indebtedness, and access to credit</td>
<td>Household savings and savings vehicles, household loans and debts, sources of credit used by household members, purpose of loans, household total indebtedness</td>
</tr>
<tr>
<td>Topic</td>
<td>Parameters</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Food security and nutrition</strong></td>
<td>Months in the past year household has experienced insufficient food, reasons for insufficient food, coping strategies during periods of food hardship</td>
</tr>
<tr>
<td><strong>Health</strong></td>
<td>Visits to health care provider in prior four weeks, type of health care provider, type of illness or injury, selected questions on women’s and young children’s health, household expenditure on health care in previous weeks</td>
</tr>
<tr>
<td><strong>Natural resource use</strong></td>
<td>Household’s use of natural resources (including foraging, fishing, hunting, grazing)—list of seasonal activities, locations, products gathered for self-use and sale, member’s time spent in foraging and other resource-based activities</td>
</tr>
<tr>
<td><strong>Access to infrastructure</strong></td>
<td>Water (sources of water, quality, amounts paid), energy (cooking fuel, lighting, heating), sanitation (type of toilet, disposal system, costs), rubbish disposal, time spent in gathering water, fuelwood, and so forth</td>
</tr>
<tr>
<td><strong>Access to social services</strong></td>
<td>Child care, primary school and secondary school, markets, public transport, health clinic, hospital—travel times, quality of service</td>
</tr>
<tr>
<td><strong>Outside assistance and trusted groups</strong></td>
<td>Household members’ participation in outside groups and development programs, outside assistance received, groups or individuals turned to for advice or assistance</td>
</tr>
<tr>
<td><strong>Household heads assessment of household welfare</strong></td>
<td>Household heads assessment as to whether household is very rich/rich/comfortable/can manage to get by/never quite have enough/poor/destitute; levels of satisfaction with health, financial situation, housing, access to health care, access to education, and law and order. Can be complemented by questions on the same topic to other members of the household</td>
</tr>
<tr>
<td><strong>Recent shocks to household welfare</strong></td>
<td>Shocks to household welfare over past five years and impact on household income or assets</td>
</tr>
<tr>
<td><strong>Attitudes and preferences for resettlement</strong></td>
<td>Preferences for self-relocation or project-directed resettlement, criteria for replacement-site selection, any preferred locations for housing and/or farmland, other livelihood preferences</td>
</tr>
<tr>
<td><strong>Attitudes toward the project</strong></td>
<td>Anticipated benefits and concerns. Assess status of project’s social license to operate (Refer to module 3, &quot;Stakeholder Engagement.&quot;)</td>
</tr>
<tr>
<td><strong>Skills available in the household</strong></td>
<td>Available skills that could be mobilized for project direct or indirect employment in the project (can also be collected in the livelihood surveys, see section VII.F., “Skills Base” of this module).</td>
</tr>
</tbody>
</table>
265. The household socioeconomic survey should take no longer than 1.0–1.5 hours to administer. While people’s tolerance to being interviewed varies between countries and settings, surveys longer than this can lead to diminished attention and responsiveness. Also, longer surveys may represent a significant opportunity cost in terms of household members’ productive time and add significantly to the cost of undertaking the survey. Ensure that the focus of the survey is on obtaining information pertinent to land acquisition and resettlement and avoid collecting other social information that may be of general interest but of no relevance. Too much irrelevant information can lead to distraction, confusion, and “analysis paralysis.”

266. Household questionnaires are not generally suitable for gathering reliable information about tree or crop yields. Such information is extremely time consuming to record within a household questionnaire format, and unless the enumerator has agricultural training and is able to probe in-depth, it is likely to result in data of dubious reliability. Refer to section VII.A., “Agricultural and Livestock Production Baseline Data Collection” of this module for recommendations on gathering agricultural data.

C. Qualitative Surveys

267. Qualitative survey techniques are useful for understanding in greater depth the relationships, networks, actors, and processes that contribute to community standards of living. Sampling can be purposive, targeted to reach affected population subgroups and resource persons. Interviews are typically carried out by a skilled social researcher or community development specialist rather than an enumerator. Commonly, the researcher will seek to gather views from multiple sources with differing perspectives to cross-verify and broaden understanding of issues. The following are typical uses of qualitative techniques in a resettlement context:

- Understanding power relations among displaced communities, local government, traditional leaders, and other authority figures
- Targeting specific subgroups (for example, vulnerable households, women or absentee landowners, youth or elders) that may be too small or difficult to address through socioeconomic surveys
- Collecting information on sensitive topics (for example, domestic violence, drug and alcohol abuse, sanitary practices) or interviewing difficult-to-access groups (for example, sex workers, artisanal miners, people engaged in poaching or illegal activities, and other marginalized groups)
- Eliciting information from indigenous groups or other specialist resource users whose subsistence activities may not be readily captured through standard socioeconomic questionnaires, or whose participation in surveys may be limited by marginalization from mainstream communities, language, or cultural factors
- Developing a deeper understanding of a household’s daily and seasonal calendar of economic activities, of the different roles of household members and of critical linkages with resources, suppliers and markets
- Developing an understanding of nonmonetary, subsistence activities and common property use that may involve nonmonetary or affective benefits or values that are difficult to capture in a socioeconomic questionnaire
- Exploring perceptions, attitudes and concerns of affected and host communities
• Exploring areas of potential conflict or tension within groups to be displaced or with outsiders

• Understanding household or community responses to change or hardship, the strategies they use, and social safety nets available to them

268. PA techniques are highly applicable for initial livelihood investigation, particularly for defining agricultural and common property resource use. These include participatory community and resource mapping, transect walks, development of seasonal calendars, and group activities to prioritize the importance of various sources of livelihood or other needs.

269. Techniques to be used for socioeconomic studies should be determined by a social specialist that understands the strengths and weaknesses of each approach. (Refer to module 3, "Stakeholder Engagement" for more information on PA techniques, particularly section III.H. “Participatory Appraisal (PA) Techniques”). Some common qualitative survey techniques follow:

• **Community and resource mapping.** Participants are given paper and drawing materials to enable them as groups or individually to prepare maps of their community and resources. In a resettlement context, two types of maps maybe useful: (i) maps showing the organization of a village or community (as a tool for understanding key social and functional relationships for replacement settlement planning) and (ii) maps showing the spatial pattern and organization of livelihood resources (for example, agricultural lands and common property resources). Mapping is important both as a process tool for fostering participation and communication and as a basis for generating discussion about existing and future priorities.

• **Interviews with resource persons (often called “key informant interviews”).** One-on-one interviews are conducted with individuals selected for their knowledge, experience, or insight into a particular topic. Interviews are semistructured and typically based around an interview guide that lists topics or questions to be covered.

• **Transect walk.** This information-gathering technique involves a skilled researcher taking a two-to-three-hour walk through a community with community or interest group representatives for direct observation, community interaction, and diagramming of key activities and land uses.

• **Focus group discussions.** Eight to 10 participants, selected on the basis of background or particular characteristics, participate in a guided discussion. A facilitator typically uses a set of questions or probes to focus the discussion on topics of interest. Sessions may be recorded and transcripts prepared for detailed analysis. Recorders other than the facilitator may note comments and make observations on the behavior of the participants.

• **Case studies.** A researcher may use a combination of interviews, discussions and direct observation to develop a multidimensional profile of a household’s or group’s livelihood activities, adaptive strategies, economic networks, use of social services, and the like.

• **Household or enterprise diaries.** Either a researcher (or the household or enterprise) maintains a daily diary on subjects of interest. This could be daily income and expenditure of a household or enterprise, a family’s agricultural and livelihood activities, or fishing or hunting activities. This technique can be particularly useful for gathering information about natural resource–reliant families or a community’s livelihood activities and range.
- **Group interview.** This involves a series of questions and facilitated discussion in a meeting open to all community members. The interviewer may follow a structured or semistructured set of questions.

- **Direct observation.** This entails a detailed observation form to record what is seen and heard at a program site. The information may be about legacy issues, ongoing activities, processes, discussions, social interactions, and observable results.

**Table 4.5. The Do’s and Don’ts of Socioeconomic Surveys**

<table>
<thead>
<tr>
<th>Do’s</th>
<th>Don’ts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use mixed methods survey designs.</td>
<td>Attempt to achieve 100 percent coverage of households in socioeconomic surveys—such an approach does not involve random sampling, does not provide a calculable margin of error, and is not replicable. In future monitoring, it will be impossible to achieve 100 percent survey of the same households due to deaths, absences, or disinterest in participating.</td>
</tr>
<tr>
<td>Use qualitative methods to obtain complex information such as details on traditional land tenure arrangements, calendars, or respective responsibilities and roles in households of men and women.</td>
<td>Draw conclusions from data unless differences are statistically significant.</td>
</tr>
<tr>
<td>Consider engaging a statistician for sampling design and to assist with analysis of results for larger and more complex projects.</td>
<td>Use parametric data analysis methods when data is not normally distributed.</td>
</tr>
<tr>
<td>Disaggregate all quantitative data by gender.</td>
<td></td>
</tr>
<tr>
<td>Use gender-sensitive qualitative methods (such as separate focus groups for example).</td>
<td></td>
</tr>
<tr>
<td>Design surveys consistent with monitoring indicators.</td>
<td></td>
</tr>
</tbody>
</table>

**VII. LIVELIHOOD BASELINE SURVEYS**

270. Improving (or at least restoring) livelihoods in accordance with PS5 requirements is the most challenging aspect of any resettlement program. A key starting point for livelihood planning is a comprehensive understanding of affected households’ preresettlement livelihoods and the suite of resources that households rely on to achieve them. For rural livelihoods, particularly where there is significant subsistence production, it is important to fully account for production and income that may come from multiple ecosystems and niches.

271. Types of livelihood activities can be categorized as the following:

- Land based
- Wage based
- Enterprise based
- Common property and/or natural resources based

272. Categorizing urban livelihoods can be relatively straightforward where the majority of those affected are reliant on businesses or wage-based employment, but it is much more complex where the affected persons are poor, informally employed, and/or inner-city dwellers. Such households may be reliant on multiple income sources, including scavenging, recycling, or providing services or
transport in inner city locations. In the latter case, there is strong interdependency between the dwelling location, population density, and access to sources of income and markets. Households may have little or no capacity to absorb the additional costs for housing, public transport, or energy that may result from a resettlement site situated away from their inner city origins and sources of livelihood.

273. Livelihood specialists should be selected based on the livelihood systems of those affected. Ideally, specialists should have prior resettlement experience, as establishing new livelihoods requires much more conservative approaches than expanding or diversifying preexisting livelihoods. Where multiple specialists are used, it is important to coordinate and synthesize findings to understand the full range of income sources and resources utilized by households. Household case studies are a useful technique for developing a holistic understanding of household livelihoods, the contributions of each member, the division of labor, as well as the daily and seasonal calendar of activities of household members.

274. The objectives of livelihood baseline studies are the following:

- Identify sources of livelihood and resources used by households
- Describe systems of production, inputs, storage, and handling as well as the seasonal calendar of activities and division of household labor
- Identify any secondary processing or value adding
- Quantify production and calculate the value of self-consumed production, products bartered or exchanged, and products sold
- Identify suppliers and buyers, value chains, and markets used by producers

A. Agricultural and Livestock Production Baseline Data Collection

275. An agricultural scientist, agronomist, and livestock specialist familiar with local agricultural and animal husbandry activities should be engaged to undertake livelihood baseline studies. The specialists should undertake field investigations, using PA techniques including observations, resource person and focus group discussions, and farmer case studies to collect baseline data on the following:

- Prevailing types of cropping and grazing land tenure (including customary land) and other arrangements, such as sharecropping
- Criteria used by local farmers for selecting cropping locations and land-use patterns
- Local soil and land capability conditions
- Typical household types of land use and total landholding, cultivated area, pastures, and/or range land
- Calendar of livelihood, agricultural, and animal husbandry activities
- Tree and crop varieties and cultivation techniques
- Level of inputs (hired labor, fertilizers, pesticides, and so forth) and use of improved varieties
- Typical average yields (and best yields) achievable on the project site and in any proposed replacement agricultural areas
- Crop, pasture, and/or range-land rotation and use of fallow land
• Gender roles and division of labor
• Amount of time invested in agricultural and animal husbandry activities versus other activities
• Agricultural risks and coping strategies: for example, drought; fire; insect infestations; theft; losses to rodents or baboons; low-input, low output, and low-risk agricultural practices; suitability for introducing high-input and high-output but high-risk agricultural practices as a potential mitigation measure; and so forth
• Methods of crop handling and storage
• Any secondary processing that occurs within the household or community
• Subsistence activities versus cash earning
• Livestock raising practices and any limiting factors
• Modes of transportation (and costs)
• Markets where produce is sold
• Buyers of produce and pricing arrangements and extent of barter
• Use of common property resources (for example, for grazing, fuelwood, gathering, fishing, and hunting)
• Participation in any cooperatives, farmer’s organizations, and other networks for support
• Access to agricultural and livestock production expertise and extension services

276. Based on this gathered information the team would do the following:

• Conduct field validation and review of resettlement options and communities where displaced households and their activities might be accommodated
• Recommend a rule-of-thumb farm area (based on land-use types plus fallow land) to provide for household food security—for use in identifying and planning replacement agricultural and grazing land needs
• Coordinate with other livelihood specialists to develop an understanding of the relative importance of agriculture and livestock production relative to other livelihood activities for household subsistence, cash income, and nutrition
• Summarize agricultural livelihood opportunities and constraints

277. Part of the agricultural specialist’s role should be to gather information about crop prices (for example, at farm gate and local and regional markets at various times of the season) and input costs as the basis for developing compensation rates for tree and crop losses.

B. Foraging Baseline Data Collection

278. Recent studies show that foraging activities can be significant in rural household incomes. This component of household income is often incompletely described in resettlement projects, leading to underestimation of household losses and significant undervaluation of project impacts on their livelihoods. Foraging activities can be extremely diverse and, in some contexts, may require specialist expertise to help describe, quantify, and value them. For example, communities living adjacent to rainforests in Sumatra, Indonesia, have been found to collect many different kinds of
NTFPs. Foraging baseline studies should differentiate the activities of men, women, and children. The surface area of each land use type should be estimated and mapped.

C. Fishing and Coastal Gathering

i) Fishing

279. Fishery baseline studies are difficult to undertake, and the expertise should be enlisted from the start. The right level of interaction between social and fish specialists is critical. The two key issues are (i) the identification of fishing grounds and (ii) the estimation of fish catches. Not all fisherpeople are eager to disclose to strangers where they fish and how much they catch, and when asked directly they tend to answer vaguely. Building trust and explaining the purpose of the surveys is critical to the success of the investigation and may require time. One simple solution is to equip fishing boats with a GPS and track their movements for a few days, paying attention to seasonality aspects (see map 4.1), subject to the fisherpeople fully understanding the purpose of the survey and agreeing with the tracking exercise. Bias is not to be excluded and outcomes must be triangulated—for example, in focus groups, where preliminary results of GPS tracking can be discussed to check their validity and qualify the results.

280. Measuring fish catches by artisanal fisherpeople is generally done at the landing or port by weighing the catch of each boat (see photo 4.1). Where larger fishing activities are potentially affected, assessment methods need to be discussed with specialists and the fisherpeople themselves.

Map 4.1: Results of GPS Tracking of Fishing Vessel Movements
ii) Coastal gathering

281. Coastal gathering (or gleaning) is often an important supplementary cash earning activity for women and children. The extent of any surveys should take into account the likely area affected and duration of project impact and the availability of alternative intertidal gathering areas. For short duration impacts (for example, the installation of a pipeline landfall), the area affected may be quite small. In such cases, coastal gatherers may be able to straightforwardly access alternative locations, so project activities may have a negligible impact. Other types of projects (for example, port construction and liquefied natural gas terminals) may result in permanent loss of access to intertidal gathering areas due to reclamation or engineering works, severing access paths, or the imposition of exclusion zones. In this case, undertake the following:

- A census of regular users of the affected intertidal, near shore area
- Interviews to learn about the collectors' place of origin, the locations they use for gathering, the frequency with which they use the project-affected area, the kinds of species collected and typical catch volumes, and how the catch is utilized or marketed (Fishing grounds should be mapped to the extent possible and their size estimated.)

iii) Associated activities

282. In developing countries, activities associated with fishing are often carried out by close relatives of the fisherpeople, particularly their wives and/or children. They include fishmongering, and fish preserving, typically drying or smoking. These activities may be affected where fishing itself is affected, particularly in HPPs in freshwater and port projects in marine waters. It is therefore important that surveys of fishing activities extend to these associated activities to understand the baseline conditions of their activities and more generally their social and economic circumstances, the importance of fishing-related activities in their overall livelihood streams, and the magnitude of impacts. Questionnaires used for fisherpeople or for farmers may need to be tailored to the specifics of the activity and focus groups with persons in these categories are a particularly powerful tool.

D. Illegal Activities

283. A specific issue arises where the project may affect illegal activities and the livelihoods that are derived from such. Typical examples include catching species banned from fishing or hunting (such as sturgeon in the Caspian Sea), growing plants used for the preparation of illegal substances
(such as cannabis, opium, or coca), or various extractive activities carried out in violation of local law (such as sand digging from beaches or river bottoms).

284. This raises a number of difficult issues:

- Surveying these activities may entail personal security issues for surveyors.
- Concerned individuals will obviously not be prepared to share information about an activity that is illegal and may lead to arrest and prosecution.
- Surveying this illegal activity may be perceived by various stakeholders as a tacit recognition of its existence and its legitimacy.
- But the impact can be real and associated livelihoods seriously jeopardized with impoverishment as a direct result of the project.

285. Where such situations arise, there is no universal recipe other than extensive consultation on the possible way forward with government authorities (Ministry of Agriculture, Ministry of Natural Resources or Fisheries, Ministry of Environment, as the case may be), local authorities, and NGOs or other organizations potentially involved in converting illegal livelihoods to legitimate ones.

E. Urban Livelihoods Data Collection

286. Poor, informal inner-city dwellers often have livelihoods, childcare, and social safety nets that are closely tied to their location, membership of cohesive communities, and densities of living that are very difficult to replicate in replacement settlement sites and housing designs. In such circumstances, care should be taken to unbundle all sources of a households’ livelihood and support networks. Attention should be paid to interdependencies and distances between dwelling location, livelihood activities, and markets.

287. Baseline data collection should also collect information about household recurrent expenditures and goods and services that may be available free of charge (child minding, water, fuelwood, electricity, and transport). The viability of such livelihoods may be undermined by even minimal changes in household costs (for example, for transport, water, or electricity and for changes to municipal rates and taxes) that result from relocation.

F. Skills Base

288. Basic information about the skills available in each household should be gathered in view of potential project direct or indirect employment (see also module S.V.A., “Access to Project Employment”).

VIII. COMMON PROPERTY AND NATURAL RESOURCE USE

289. Common property may include forests, woodlands, lakes, rivers, range lands, pastures, hayfields, wetlands, coastal intertidal zones, areas used for hunting, fishing, and foraging and the like. Many subsistence-based communities are reliant on multiple ecosystems for deriving their livelihoods. Common property resources may contribute more than one-third of a household’s subsistence production. Common property resources also provide a safety net for households in times of hardship, such as when crops fail or livestock perish due to droughts, inclement weather, or disease. Communities often take for granted their access to common property resources and do not comprehend their value until after they are lost to a project. Project proponents also often have difficulty understanding or appreciating the value of common property resources.
290. A common oversight in resettlement baseline studies is the failure to fully account for the contribution of common property or natural resource use to households’ livelihoods. This results in an incomplete understanding of those communities’ livelihood basis and undervaluation of their losses. This can lead to later community dissatisfaction with compensation measures, ongoing opposition to the project, and a loss of social license to operate.

A. Undertaking a Common Property and Natural Resource Inventory

291. Where foraging or harvesting of NTFP forms a significant part of household subsistence or income earning activities, specialists with foraging or NTFP expertise should be involved in the survey process. Consider the following when determining baseline data needs for an assessment of natural resource use:

- Make provision for multiple methods of valuing or determining the significance of the activity (estimating the value of produce from foraging).
- Estimate the average area of forest, woodland, or pasture utilized by a household (to provide a guide to what replacement area may need to be sought) and map where possible.
- Understand the significance of these resources for household diet and nutrition.
- Ascertain the proportion of time household members spend on foraging relative to other productive activities.

292. Under some circumstances, it may be prudent to also undertake an assessment of the condition and biological productivity of the supporting ecosystems. Community utilization is often not at sustainable levels, and the underlying systems can be seriously overused and depleted, especially if there is an intensification of resource use as a result of resettlement or an influx of outsiders attracted by perceived opportunities associated with the project.

293. The baseline survey of common property and natural resources should delimit resources that are used by affected communities and their neighbors, so that areas to be lost or subject to restrictions of access (whether temporary or permanent) can be readily mapped and identified. Some countries have statutorily defined processes for defining common property resources, but where these do not exist, a participatory mapping process that involves some or all of following steps is often effective:

- From oral accounts and drawing on knowledge of elders or other resource individuals, each affected community prepares a history of their occupation of their land and resource use area.
- Together, community members describe their community leadership structure and how rights to common property and resources are allocated, managed, and transferred.
- Each community maps the features of its landscape that are culturally important, environmentally significant, and/or utilized for livelihoods.
- Community representatives walk and define the boundaries of their common property resource areas, and these are confirmed with neighboring communities.
- With support if needed, each community prepares a map and report summarizing its common property resources, which are then ratified by community members.
- Where provided for by national legislation, the project can assist communities to formally register their common resources interests and area.
294. Such community mapping should be facilitated by community development specialists that are experienced in PA processes and resource or village mapping. In some contexts, (for example, communities utilizing rainforests or woodlands), it may be necessary to utilize specialists in local foraging and NTFPs to assist with identifying all the activities that are present in the project area of influence. The project sponsor might provide a surveyor or GIS technician to map and record the boundaries and features described by each community.

295. Once existing common property and natural resources have been mapped and defined, there is an empirical basis for assessing communal impacts and losses that will be caused by the project.

IX. CULTURAL HERITAGE

296. Where a project affects critical cultural heritage, or where cultural heritage impacts are significant, the project may need to prepare a cultural heritage management plan. The requirement for such a plan would be determined as part of the ESIA. Where cultural heritage impacts are relatively minor, or only of local significance, they may be addressed in the RAP. Impacts are typically associated with the following:

- Objects, sites, or structures that have local archaeological, historical, cultural, and/or religious value
- Sacred sites (such as trees, groves, springs, hills, rocks, lakes, or waterfalls that embody local cultural, religious, or spiritual values)
- Graves and cemeteries

297. The RAP should describe all measures that will be undertaken by the project to avoid, protect, relocate (where possible), and minimize adverse impacts on tangible cultural heritage. Compensation will be considered where loss is unavoidable. Procedures should be in accordance with national laws and IFC PS8.

298. Typical steps to address impacts on cultural heritage sites may include the following:

- Review of ESIA cultural heritage findings and other relevant research findings
- Consulting with affected communities to identify cultural heritage and to obtain community views on how it should be managed
- Surveying, mapping and categorizing tangible cultural heritage objects and sites
- Development of project strategies for managing tangible cultural heritage, including avoidance, protection in situ, and relocation and where these are not feasible, compensation for loss of tangible cultural heritage
- Consultation and agreement with communities, customary owners, custodians, or next of kin on measures to manage cultural heritage
- Obtaining any necessary permits and approvals
- Signing agreements and paying any agreed compensation and support any ceremonies that may be required, for example, to relocate graves, or to appease spirits or help relocating them where physical cultural heritage features are affected
- Carrying out relocations, exhumations, and reinterment with any agreed ceremonies (see also module 2.VII.I., “Graves and Graveyards”).
299. Relocation of graves and cemeteries is a common resettlement activity. Reference should be made to any national laws pertaining to grave relocation and to any local government or municipal regulations. Good practice procedures for grave relocation entail many of the same steps as resettling the living: survey, mapping, identifying next of kin, consultation, reaching agreement, and carrying out the relocation. Grave-relocation planning should be undertaken by an experienced local anthropologist to determine appropriate social, cultural, and religious requirements. The work should be done closely with a trusted local undertaker or company specializing in the exhumation, handling, and reinterment of human remains.

X. INDIGENOUS GROUPS

300. When projects may involve impacts on lands or natural resources that are subject to traditional ownership or customary use by indigenous peoples, and particularly where such people do not have legal title to their land, it will be necessary to have a specialist undertake field-based ethnographic research. This should describe and document the indigenous people’s use of lands and resources (including seasonal or cyclical use) for livelihoods, cultural, ceremonial, and spiritual purposes (see PS 7). Sufficient time should be allowed for such baseline research. This can be a lengthy process, and 12 to 18 months may be necessary for the ethnographer to build trust and document customary organization and institutions, access to housing, tenure arrangements, land uses, natural resource use, cultural property, and the full range of seasonal activities.

XI. GIS AND DATA MANAGEMENT

301. For any project, it is critical that the sponsor establish and maintain a robust data management system. This serves multiple business functions, including the following:

- Maintaining records, legal agreements, and evidence of compensation payments
- Providing basis for responding to complaints or legal challenges
- Providing evidence of compliance with national standards to satisfy regulators and permitting conditions
- Providing evidence of compliance with lender standards to support project financing applications
- Facilitating preparation of regular reports to project management, regulators, lenders, and other stakeholders

302. Resettlement-related records may include some or all of the following:

- Maps, aerial photography, and satellite imagery
- Land titles, certificates, and cadastral information
- Census records
- Socioeconomic survey and monitoring results
- Land and assets register
- Resettlement and compensation agreements (household, community)
- Compensation payments and receipts
- Minutes of meetings, engagement activities, and consultations
- M&E reports
• Tracking of standards compliance reviews and resultant corrective actions
• Complaints and grievances (including tracking)

303. The data management system should be established early so that census, socioeconomic survey, and land and asset survey information can be systematically stored. It is also important that records of all resettlement-related consultations, meetings, and agreed follow-up actions and commitments be collated from the commencement of the resettlement. These will be needed to demonstrate that the project has followed a robust consultation process. Such records are difficult to compile accurately long after the event.

304. It is important to determine the type of the data management software needed for resettlement planning and implementation. A simple Microsoft Excel- or Microsoft Access-based system may be adequate. More sophisticated proprietary software systems are also available. Limitations imposed by Internet bandwidth at project sites should be taken into account when selecting an appropriate system.

305. Resettlement projects involve handling and disbursement of cash for compensation. Accordingly, there are many potential avenues for theft or fraud. The data management system, especially elements related to land and asset inventories, compensation calculation and agreements, and payments, should be secure and provide for controlled levels of access.

306. Large resettlement projects, particularly linear projects, may involve hundreds or even thousands of compensation and resettlement agreements. Such projects may warrant a dedicated legal or paralegal contract administrator to ensure that agreements are systematically registered and that commitments contained in such agreements are tracked and delivered in a timely manner.

XII. TOOLS NEEDED FOR DATA ACQUISITION: REMOTE SENSING, AERIAL PHOTOGRAPHY, AND UNMANNED AERIAL VEHICLES (UAVS)

307. Satellite imagery, aerial photography, and imaging from UAVs can provide cost-effective and time-saving tools for resettlement data acquisition (see table 4.6). Satellite imagery can be straightforwardly ordered and purchased from the Internet, with high resolution available for many locations. Satellite imagery is invaluable for initial site selection and routing studies at the scoping stage (see appendix A, "Scoping Stage Checklist"), for asset and livelihood surveys, and for making preliminary assessments of affected land use and dwellings at the baseline stage. It is also useful for local and regional monitoring.

308. Aerial photography can provide higher resolution images than commercially available satellite imagery. It can be used for multiple purposes: (i) preparing draft land and asset inventories for verification on the ground; (ii) developing a digital terrain model and accurate contours for resettlement planning, project engineering, and replacement village site selection and engineering; and (iii) preparing orthophotos (1: 2,500 or 1: 5,000) that make ideal base maps for field work and consultations.

309. Costs of satellite imagery and aerial photography have steadily declined. Data from both platforms can be secured in digital form and can be readily used in GIS. Data from the two platforms is complementary.

310. UAVs (drones) are an emerging platform for resettlement data acquisition and monitoring. They are relatively low cost and allow for rapid deployment and availability of results. UAVs have
potential for site and route selection, replacement sites assessment, land and asset inventories, snapshot of areas as of the cut-off date, and monitoring. Innovations include training communities to operate UAVs both for their own natural resource management and potentially to provide commercial services to projects.

**Table 4.6. Tools for Remote Sensing**

<table>
<thead>
<tr>
<th>Platform</th>
<th>Characteristics</th>
<th>Resettlement applications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Remote sensing: satellite imagery</td>
<td>The images are impeded by clouds (except for side-looking airborne radar). Datasets and imagery at varying resolutions are available on the Internet. Regular overflights are ideal for monitoring purposes. Resolution down to 0.5 meters is commercially available.</td>
<td>Scoping affected land uses and structures Understanding land-use history and landscape change (time sequential images) Site selection and routing studies Creating base maps where cartography is not available Selecting replacement housing and agricultural sites Monitoring at local and regional scales (for example, land-use change, landscape rehabilitation, in-migration/settlement patterns, cropping)</td>
</tr>
<tr>
<td>Aerial photography</td>
<td>This technique needs cloud-free sky and high sun angles. It is useful for capturing large areas. Air photo resolution in the range 25–150 millimeter is available. It can be augmented by light detection and ranging for digital terrain modelling. It can be augmented by infra-red imaging to aid tree and crop identification.</td>
<td>Detailed resettlement surveying and planning Cost-effective development of accurate digital terrain modelling and site contours (with or without light detection and ranging) Creating base maps for field work and consultations via the high-definition orthophotos (1:2,500 or 1:5,000) Facilitating cadastral survey and boundary mapping Creating the basis for rapid land, tree, crop, and asset inventories</td>
</tr>
<tr>
<td>Unmanned aerial vehicles (UAVs)</td>
<td>UAVs operate below clouds. They are cost-effective for small areas (&lt;1,000 hectares) and for frequent</td>
<td>Small area mapping Cadastral and property surveys in urban and rural settings Digital terrain modelling (contours)</td>
</tr>
</tbody>
</table>
### Platform Characteristics

<table>
<thead>
<tr>
<th>Platform</th>
<th>Characteristics</th>
<th>Resettlement applications</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>monitoring.</td>
<td>Vegetation mapping</td>
</tr>
<tr>
<td></td>
<td>They provide quick turnaround for analysis and results.</td>
<td>Land, tree, crop, and asset inventories</td>
</tr>
<tr>
<td></td>
<td>Because they are unmanned they provide safer operation than, for example, site walks.</td>
<td>Aerial surveys of fisherpeople and other natural resource users</td>
</tr>
<tr>
<td></td>
<td>They can be stationed onsite.</td>
<td>Replacement site assessment</td>
</tr>
<tr>
<td></td>
<td>They are flexible and adaptable for a broad range of tasks and quick deployment.</td>
<td>Monitoring of replacement agriculture (clearing, cultivation, crop establishment, yield estimates)</td>
</tr>
<tr>
<td></td>
<td>Their use presents the potential for skill and technology transfer to local communities.</td>
<td>Construction progress monitoring</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Monitoring of in-migration, speculative development, uncontrolled vegetation clearing, land use change and land rehabilitation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Tool for managing community natural resources</td>
</tr>
</tbody>
</table>

### XIII. Protecting the Privacy and Confidentiality of Resettlement Data

311. Resettlement surveys collect information that is private and sensitive. Resettlement teams should be aware of applicable laws and standards governing the privacy and confidentiality of personal data in the country where they are working. Team members should declare any conflicts of interest and be required to recuse themselves accordingly. Information collected should not be shared with third parties unless required by law or specifically authorized by the respondents. All information must be held in confidence, secured safely, and destroyed when no longer needed. If prevailing laws are weak, the project sponsor should consider developing its own privacy and confidentiality policy and procedures that cover matters such as the following:

- Explaining to respondents the purpose of the data collection and the measures that will be taken to protect the confidentiality of data provided
- Obtaining informed consent of individuals or households prior to their participation in any data collection activities
- Ensuring information collected is adequate, relevant, and not excessive for resettlement purposes
- Encoding or encrypting respondents’ names so that their identities are protected
- Sharing information in the project team on a need-to-know basis only
MODULE 5: LIVELIHOOD RESTORATION AND IMPROVEMENT

I. THE IMPORTANCE OF LIVELIHOOD RESTORATION AND IMPROVEMENT

A. IFC Requirement

312. Livelihood restoration is the most challenging aspect of any resettlement program. The many reasons for this are important to consider during the design of livelihood-restoration programs:

- **Livelihoods are complex.** They are shaped by social norms, customs, access to resources, local knowledge of natural or urban environments, as well as the larger systems of government, economics, and politics.

- **Livelihood systems are dynamic.** Activities frequently must change and adapt in response to an individual’s or household’s changing access to labor, access to resources, fluctuations in rainfall patterns, natural disasters, setbacks, and failures.

- **Livelihood systems are subject to exogenous systems and shocks.** These are outside the influence and control of a project or displaced people and include, for example, changing market conditions, high inflation or recession, government changes in fiscal settings or policy, local conflicts, or war.

- **Individuals and households have differing capacities to take advantage of livelihood opportunities and adapt to changes.** Some seize the opportunities offered by a resettlement program and significantly improve their circumstances. Others take longer to adjust, but eventually reestablish. Still others, who are often poor and vulnerable, may be left worse off if they do not receive targeted assistance.

- **Displaced individuals and households are often conservative and resistant to livelihood change.** Subsistence farmers, in particular, tend to eschew innovation in favor of traditional methods, because the consequences of taking risks can mean hunger and extreme hardship.

- **Sustainable livelihood restoration takes time and requires ongoing adaptive management.** Provision must be made for adequate personnel, budget, and resources for the duration of livelihood programs. This support often must extend beyond the project construction period. Budgets and schedule should include some contingency for setbacks.

313. Where a project causes economic displacement, IFC PS5 requires that the project sponsor describe livelihood-restoration measures in either a RAP (for projects that involve physical and economic displacement) or an LRP (for projects involving economic displacement only). The RAP or LRP becomes the key document that guides the resettlement and livelihood-restoration program and is subject to monitoring. Project sponsors must be able to track the progress of displaced individuals and households in restoring or improving their livelihoods and income levels until the livelihood program is deemed complete (see module 7, “Monitoring and Evaluation,” particularly sections III.B., “Impact Monitoring” and III.E., “Completion Audit”).

314. Where a project triggers PS5, livelihood restoration is mandatory. It cannot be treated as a discretionary social investment like some other community investment programs, which are implemented to help build goodwill and maintain social license to operate.

315. Much has been learned in the past 10 years regarding livelihood restoration, not all of them related to resettlement. This module provides guidance and examples of current good practice. Those undertaking livelihood-restoration programs should refer to the online resources provided
in the handbook’s "Resources" section to stay current on the latest developments in this evolving field.

B. Defining Livelihoods

316. IFC PS5 defines the term livelihood as follows:

The term livelihood refers to the full range of means that individuals, families, and communities utilize to make a living, such as wage-based income, agriculture, fishing, foraging, other natural resource-based livelihoods, petty trade, and bartering (footnote 1).

317. Under this definition, livelihood encompasses subsistence (self-consumed) production, natural resource utilization, non-cash-based transactions such as bartering, as well as cash-based and wage income. The unit of production can be an individual, a household, an enterprise, or a community.

318. Livelihood restoration applies to both temporary and permanent economic displacement. Projects that may involve temporary displacement include pipelines, transmission lines, construction camps, laydown areas and the like. For temporary displacement, livelihood measures commensurate with the duration, magnitude, and complexity of impact should be planned and implemented.

C. Defining Livelihood Restoration and Improvement

Box 5.1. The Characteristics of Livelihood Restoration and Improvement

<table>
<thead>
<tr>
<th>Livelihood restoration and improvement are characterized by combinations of the following:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restored or improved income levels</td>
</tr>
<tr>
<td>Restored or improved household food security</td>
</tr>
<tr>
<td>Restoration or improvements in standard of housing</td>
</tr>
<tr>
<td>Restored or improved security of tenure</td>
</tr>
<tr>
<td>Restored or improved household health and nutrition</td>
</tr>
<tr>
<td>Restored or diversified income sources</td>
</tr>
<tr>
<td>Improved access to infrastructure and services</td>
</tr>
<tr>
<td>Restored or improved access to markets</td>
</tr>
<tr>
<td>Restored or increased yields</td>
</tr>
<tr>
<td>Restored or improved consumption and diet</td>
</tr>
<tr>
<td>Fewer households living below the poverty level</td>
</tr>
<tr>
<td>Restored or improved resilience to natural or economic shocks</td>
</tr>
</tbody>
</table>

319. Key performance Indicators for measuring progress with livelihood restoration should be selected early in the resettlement planning process and carried into the baseline surveys (see module 4, sections VII, “Livelihood Baseline Surveys” and VIII, “Common Property and Natural Resource Use”). These need to be tailored to the specific livelihood circumstances of those displaced. It is preferable to have a small number of indicators that can be reliably measured, rather than a large number that are captured only intermittently.
D. The Importance of Livelihood Improvement—Not Just Restoration

Livelihood improvement, rather than just restoration, is important to offset the opportunity costs borne by displaced household as a result of undergoing a resettlement process.

320. Research demonstrates that the process of resettlement often decapitalizes households, leaving them with less land and reduced livelihood resources. Many factors can contribute to this decapitalization:

- Compensation paid at below replacement cost
- Protracted delays in the process, including in payment leading to devaluation of compensation
- Replacement property price escalation
- Deductions from compensation to pay debtors
- Lack of replacement land of adequate potential
- Dissipation of compensation to meet living costs during the move
- The opportunity cost imposed in the period after a cut-off date is announced, when an affected household is deprived of opportunities for improvement of their living standards, relative to their unaffected neighbors, particularly when this period of personal and economic uncertainty is longer than expected, which is often the case in complex projects

321. A period of improved livelihood and income is necessary for a resettled household to recoup its losses and opportunity costs and to catch up with the living standards of those who are not affected.

322. In addition, where affected persons live in poverty or in poor conditions before resettlement (for example, vulnerable people, slum dwellers, and people affected by chronic food insecurity), it is not sufficient for livelihood activities to focus on restoration only: there is no point in restoring affected persons into poverty. In such situations, livelihood activities must clearly target improvement such that the resettlement project provides a development opportunity out of poverty.

E. Key Challenges of Livelihood Restoration and Improvement

323. Some of the key challenges that need to be addressed in designing and implementing a livelihood-restoration program include the following:

- **Defining success.** What constitutes sustainable livelihood restoration? When can livelihood restoration be deemed complete?
- **Collecting adequate livelihood baseline data.** This is needed so that the full suite of activities that contribute to household livelihoods and income streams can be understood.
- **Accounting for nonmonetary livelihood activities.** These may be from subsistence production, natural resource use, and goods exchanged through barter.
- **Finding suitable replacement agricultural land.**
- **Overcoming resistance to change.** Rigid adherence to traditional practices may make it difficult to achieve livelihood improvements.
Achieving sustainable access to agricultural inputs. These may include improved seeds, higher yielding cultivars, fertilizer, herbicides, pesticides, veterinary services, and improved postharvest technologies.

Improving food security. This is true especially in contexts where, prior to resettlement, few households enjoyed year-round food sufficiency.

Managing expectations. This is especially important concerning demands for employment.

Overcoming low educational skills. These may include low grade attainment and poor literacy and numeracy skills and will require equipping displaced people for wage employment.

Offsetting increased household expenditures postresettlement. There may be a need to cover costs of cooking fuel, water, or transport, which were often free or cheap prior to resettlement.

Unbundling project procurement tenders. This can provide opportunities manageable for local enterprises.

Building capacity of local businesses. They may need assistance to meet project standards and needs.

Managing urban livelihoods. This entails recognizing locational dependencies.

Managing failure. This can include, for example, crop and livestock setbacks, employment rejections, and the like.

Supporting livelihood programs for a sufficient duration. The goal is to make them sustainable.

II. **Key Principles of Livelihood Restoration and Improvement**

324. Following are some key learnings from resettlement livelihood programs. Some of these may seem self-evident, but they are nonetheless often overlooked.

**A. Planning**

- Take a holistic view of livelihood systems that encompass not only the main economic streams but also those that may appear secondary or are critical only to small groups of affected persons.
- Pay attention to gender dimensions: livelihood activities of females and males are often different, as are their formal educational levels and their expectations and aspirations.
- Use multidisciplinary input, knowing that experienced specialists familiar with local conditions should be retained to undertake livelihood baseline studies, assess impacts, and recommend appropriate activities. Appropriate expertise will lead to better targeted and more cost-effective livelihood programs and more rapid livelihood restoration.
- Project developers should focus on their core business and assign livelihood-restoration program implementation to delivery partners skilled and experienced in this area (for example, development NGOs, research institutes, university and specialist agencies, community development consultants, or government departments, where capacity exists).
• Assess the relevance of livelihood programs through market analysis. Ensure that there are sustainable and accessible markets for the skills imparted to workers as well as for the produce and goods that result from livelihood programs.

• Examine the value chains of locally produced goods and look at opportunities for secondary processing and ways to improve handling, storage, transport, and marketing to add value.

• Offer multiple and multifaceted livelihood programs. Recognize one size does not fit all and that some programs will flourish, some will work for phases of livelihood restoration, and others will fail.

• Engage with in-country bilateral and multilateral donors and development NGOs. Look for funding and synergies whereby effective donor livelihood programs and initiatives can be extended into the project area of influence.

• Train affected persons in skills that relate to real opportunities (for example, don’t train people as motorcycle mechanics when they live in a village that has no motorcycles).

• Look beyond construction employment. It is a transitional support measure, not a sustainable livelihood activity. However, classroom and on-the-job training that delivers nationally certified trade qualifications can equip affected persons to compete more effectively in the job market beyond the temporary construction jobs provided by the project.

• Consider integrating livelihood restoration of affected persons into broader development initiatives that target the wider area where the project is taking place.

• Coordinate closely with local and higher levels of government. Many aspects of livelihood restoration overlap with responsibilities of government, and interaction with government is key.

• Obtain records of local livelihood activities and statistics of production levels.

• Consult local and higher-level government officers (for example, in agriculture, fisheries, and forestry) in the design of livelihood programs and their monitoring.

• Find and facilitate access to replacement agricultural land.

• Align project livelihood programs with government socioeconomic policies and initiatives, including implementation of local and regional development plans.

• Register unemployed workers and facilitate job placement.

B. Implementation

• Use experienced delivery partners to design and deliver livelihood-restoration programs that are based on proven in-country and local experience.

• Use multiple delivery partners on relatively short duration contracts (12–18 months), so that the best performers receive repeat work, and poorer performers are replaced (that is, promote healthy competition).

• Where possible, leverage delivery partners to augment project-funded programs with matching funds or in-kind contributions.

• Consider bringing in access to capital, for example, rural banks or microfinance institutions that can fund the establishment of SMEs once training is done.
• Leverage key project construction contractors and suppliers to provide training, skills development, work experience, and employment opportunities, with first preference being extended to project-affected persons.

• Unbundle project procurement and supply contracts to provide opportunities for local businesses. Establish a local content champion to facilitate making opportunities for local businesses.

• Explore opportunities for government capacity building (for example, involving local government officers in relevant trainings or seeking government commitment to recruit or second an agricultural extension officer).

• Provide continuity of agricultural extension and livelihood support once project responsibilities have been fulfilled.

C. Monitoring and Evaluation

• Conduct independent, mid-term, and completion reviews of each livelihood program. These are critical to allow for adaptive changes to be made to improve program effectiveness and identify which programs should be continued and which should be discontinued.

• Design all programs with a logical framework analysis, including defined goals, inputs, outputs, and monitorable outcomes.

III. STEPS TO UNDERTAKE LIVELIHOOD RESTORATION

A. Step 1: Livelihood Baseline Studies

• Carry out baseline studies and engagement activities as described in module 4, particularly in section VII, “Livelihood Baseline Surveys”, and define KPIs from the baseline stage for measuring the progress of livelihood restoration and improvement.

• Identify all livelihood streams, including those that may seem relatively marginal and do not appear in usual household and asset surveys, particularly those linked to the use of communal resources and seasonal ones.

• Identify poverty and vulnerability issues and specific livelihood and coping strategies of the poorest and vulnerable.

• Develop a register of displaced people of working age with information about their educational attainment, skills, prior work experience, and any preferences for future employment or small business.

• Assess options for replacement agricultural land.

• Assess the capacity of national agencies, local government, and other potential livelihood delivery partners (including development NGOs, microfinance institutions, and banks) to support project livelihood initiatives.

• In urban settings, understand the dependency of livelihoods on the predisplacement location (for example, presence of a market, access to certain types of jobs or suitable locations for certain types of enterprises.).

• Ratify findings with displaced communities (and their hosts, where applicable) using participatory consultation techniques such as focus groups.
B. Step 2: Livelihood Impact Assessment

325. Assess livelihood resource losses after relocation and define impacts to the following:

- **Different types of land use.** Agricultural, forestry, and grazing land, among others on which local livelihoods are based, may change after resettlement. This is obviously about size, but qualitative analysis is also necessary for each category of land use, as soil and land capability characteristics will change between the pre- and postresettlement situations, making certain types of crops on which preresettlement livelihoods were based impossible in the postresettlement setting. Inputs from an experienced soil scientist, agronomist, livestock specialist, forester, or land use planner may be necessary as appropriate.

- **Natural resources.** These are obviously important to certain livelihood streams and include arable land, pasture, forest, water bodies, access to fishing or hunting grounds, NTFP, and the like.

- **Enterprises.** Clients face potential losses following relocation, including difficulty in retaining employees after relocation and the subsequent transition.

- **Livelihood streams.** Again, it is important to note that marginal or hardly visible streams in the overall economic picture (gathering, fishing, grazing, and the like) could be critical to certain categories of affected persons, including vulnerable or marginalized groups such as women, fisherpeople, informal settlers and squatters, and indigenous people.

- **Access to opportunity and services.** In urban settings especially, impacts to livelihoods are usually related to access to employment, markets for enterprises and artisans, and public transport. See box 5.2.

**Box 5.2. Urban Livelihoods and Resettlement Site Selection**

**Urban Highway Project, Côte d'Ivoire**

An urban highway project affected about 1,000 slum dwellers who had erected nonpermanent houses on unused state land within a wealthy area of the city. When investigating their livelihoods, it was apparent that most of the affected persons were employed as housekeepers, gardeners, and watchmen in the nearby villas. Those employed as security guards were often working on night shifts. In line with their policy for slum relocation, the authorities initially proposed a site that was located about 15 kilometers away from the original location in the city’s northern fringes, with poor or nonexistent public transport services. Relocating to this site would have jeopardized affected persons’ livelihoods, and the location of the proposed resettlement site was reviewed. Another, much closer site was eventually selected, allowing people to keep their jobs.

C. Step 3: Livelihood Strategy Formulation

- Closely involve displaced people and key stakeholders in developing a vision, defining objectives, considering options, and determining preferences for livelihood restoration. Seek broad participation as well as the views of subgroups (women, youth, elderly, vulnerable people, and ethnic minorities), whose views may differ from the majority. (See box 5.3 for more.)

- Systematically consider livelihood opportunities, constraints, and risks, asking questions such as the following:
  - Are displaced people experiencing full or partial livelihood loss?
Will it be possible for rural households to continue their livelihood activities postrelocation (for example, agriculture, animal husbandry, fisheries, and foraging)?

Will urban households be able to continue their existing occupations?

Is suitable replacement land available to achieve full or only partial land-for-land replacement? Is the quality of such land adequate for crops that were farmed predisplacement?

How many displaced people will be able to continue their existing occupations, and how many will need to be trained and assisted to develop alternative livelihoods?

What are existing skills and aptitudes of displaced people?

Are some groups of displaced people better equipped to adapt to new livelihoods than others? Which groups are particularly vulnerable to changes in livelihood?

What types of training and vocational skills do displaced people need, and what resources are available to provide it?

What livelihood or wage-earning opportunities could be provided through the project, its contractors, or its suppliers?

Taking into account opportunities, constraints, and risks, determine what mix of the following will need to be provided:

- Land-based livelihood strategies (see section IV., “Addressing Land-Based Livelihoods” of this module)
- Non-land-based livelihood strategies (see section V., “Effective Non-Land-Based Livelihood Improvement Strategies” of this module), including employment (see section V.A., “Access to Project Employment”) and enterprise development (see section V.C., “Enterprise-Based Livelihoods”)
- Supporting activities such as agricultural training, vocational skills development, access to credit, and business management training

Determine the project approach to procuring the services needed to deliver training and livelihood-restoration programs. Determine what will be provided in-house, from NGOs, or through government programs, projects or agencies.

Determine the project organization for livelihood programs delivery: organizational structure and reporting lines, personnel, resources, budget, and schedule.

Develop recruiting, training, and employment management plans for inclusion of community members in construction contract bid documents. Establish employment for project-displaced workers and host communities as the first priority.

Initiate replacement sites selection, with the participation and involvement of the displaced population; select preferred sites and ratify them with communities (see also module 2.VII.A., “Resettlement Site Selection”).
### Box 5.3. Elements of a Livelihood Improvement Strategy

Defining a livelihood improvement strategy should consider a number of key questions:

- Is livelihood loss full or partial? Are certain livelihood streams lost while others can be maintained?
- Can land be replaced in full with land of similar or better potential? What is the extent of the loss of land?
- What agricultural extension services are available locally from government or NGOs? Are there agricultural research institutions nearby that can support the agricultural improvement effort? Is there room for the project to support and enhance extension or research?
- Are there quick-win improvements available to local agriculture and animal husbandry at limited cost and within a short time: for example, short-cycle crop varieties to handle droughts better, small-scale irrigation for production of dry season vegetables or fruits, animal health improvement, or better access to water to mobilize new grazing resources?
- Are there longer term improvements to the agricultural systems that the project can help kick-start: for example, shifting from slash-and-burn and fallow systems to more intensive land use, or introducing mechanization, fertilization, artificial insemination, or greenhouses?
- What are the main market-related bottlenecks to agricultural development: for example, postharvest losses, poor vehicular access, overproduction during some periods and shortages at others, monopolistic behaviors of buyers with manipulation of prices to the detriment of producers, or detrimental subsidies? Which bottlenecks can reasonably be influenced? Can farm-to-buyer or farm-to-market linkages be improved and how? Are farmer cooperatives or similar groupings an option to improve market access and access to inputs?
- Is credit readily available at reasonable terms for agricultural improvements? If not, are there banks or microfinance institutions that might be willing to offer such services?
- What project-based opportunities are open to affected persons: for example, unskilled or semi-skilled employment or procurement of services such as security, catering, cleaning, vehicles rental, or accommodation?
- What training institutions are available in the project area of influence to help prepare project-affected persons to take advantage of these opportunities?
- Are there income-generating activities that could be introduced with reasonable chances of success once support stops?
- Are there institutions (governmental or not) to support enterprise development with training and management assistance during the first years of enterprise establishment?
- Is credit readily available at reasonable terms for the establishment and development of small and medium enterprises? If not, are there banks or microfinance institutions that might be willing to open such services?
- Will women be able to take advantage of the above opportunities? Should specific activities be developed for them?
- Will vulnerable people be able to take advantage of the above opportunities? Should specific activities be developed for them?
- Are there longer term educational activities that should be put in place for children and youth?
D. Step 4: Procurement and Livelihood Program Design for Delivery Partners

- Based on consultations with displaced people, define the livelihood programs that need to be delivered; prepare terms of reference that outline program needs.
- Call for expressions of interest from suitably experienced potential delivery partners (for example, development NGOs, consultants, and institutions). Make sure that there is room in bidding requests for candidates to suggest improvements in methodologies and delivery approaches.
- Tender, evaluate, and award livelihood program contracts (livelihood program bidders should put forward detailed program designs as part of their proposals).
- Define KPIs, self-monitoring, and reporting requirements applicable to implementation partners.

E. Step 5: Livelihood Program Execution

- Mobilize the resettlement implementation field team, including a livelihood manager and sector leads as needed: for example, for agriculture, animal husbandry, fisheries, and non-land-based livelihood initiatives.
- Mobilize livelihood-restoration delivery partners; carry out site and health, safety, and environment inductions.
- Coordinate delivery of livelihood-restoration partner contracts—monitor progress, schedule and budgets.
- Prepare progress reports for management.
- Maintain the GM.

F. Step 6: Monitoring and Evaluation

- Define and implement a monitoring and reporting framework (see module 7, “Monitoring and Evaluation”) based on livelihood indicators identified during the baseline stage with some supplemental indicators if required:
  - Develop indicators for internal monitoring (by project and resettlement team), and indicators for external monitoring (by independent third parties).
  - Make provision for specialist mid-term and final evaluation of livelihood programs; then initiate changes to programs to improve effectiveness as warranted.
  - Prepare and disclose regular monitoring reports to keep affected communities and interested stakeholders informed about livelihood-restoration progress.
  - Engage independent specialists to conduct a resettlement completion audit with an assessment of livelihood-restoration outcomes as an important component.

IV. ADDRESSING LAND-BASED LIVELIHOODS

A. Land for Land

326. IFC PS5 prescribes as follows:

For persons whose livelihoods are land-based, replacement land that has a combination of productive potential, locational advantages, and other factors at least equivalent to that being lost should be offered as a matter of priority.
327. Where there is abundant, vacant, and suitable agricultural land, the most straightforward livelihood strategy is full land-for-land replacement. Unfortunately, in many parts of the world, unused agricultural land is increasingly rare. Very often, a project must accept land that is smaller in area than what is required for full replacement, or that has a less convenient location, or that needs improvement to achieve replacement productivity. In such cases, resettlement planners will need to assess alternative strategies:

328. The project could screen out households that do not need land-for-land replacement. These would be households whose incomes are not land-based, those who have aptitude to be trained for wage employment, or those that can demonstrate sustainable access to land or other livelihoods (such as fishing or an artisanal activity) outside of the project area, so that they need less or no replacement land. The project could provide agricultural training to help households improve productivity to offset the challenge of cultivating a smaller area (this is addressed in further detail in section IV.C., “Agricultural Intensification” of this module). The project could provide sustained agricultural training and support to effect changes in agricultural practice—such as converting swidden farmers to fixed agriculture—or provide training as well as inputs and equipment to dryland farmers to enable use of irrigation systems.

329. Land-for-land replacement can be achieved:
   o by individual households securing their own replacement land, with the project and local authorities in a facilitating role rather than intervening directly; or
   o by the project securing replacement agricultural land sites or individual plots, which are then allocated to displaced households.

330. The first of these two options have the advantage of less disruption to usual land markets and/or land allocation mechanisms, particularly where these are based on customary processes and administered by traditional land chiefs. It may be slower in attaining the desired outcome, and more attention will need to be paid to the most vulnerable, who may be left behind in the process.

331. Typical steps for selecting suitable replacement agricultural area are listed in box 6.4. The site selection must involve agricultural specialists to assess the suitability of the land for replacement agricultural purposes and specify any site preparation requirements (such as clearing, deep ploughing, or initial fertilization). As far as possible, replacement sites should be unoccupied. If there are existing dwellings and uses, it is important that they can be readily integrated into the resettlement and replacement land-use plan. Displaced and host communities should be closely consulted and participate fully throughout the site selection process, especially during the following steps:
   • Determining site selection criteria
   • Evaluating and visiting alternative sites and expressing preferences
   • Selecting the preferred site or sites

332. Host communities and/or host landowners should be consulted about their willingness to accept resettlers and be kept informed about site-selection progress.

333. The final site selection is inevitably a trade-off among multiple factors. Sometimes, displaced communities may be unable to reach agreement on a single site. One group committed to agriculture may prefer a relatively remote site that offers better agricultural potential, while another prefers a site close to the project with the potential for jobs, enterprise development, or
letting of houses to project workers. In such cases, it may be preferable to select two sites rather than push for a consensus on one or the other. In any event, it is critical that displaced communities be given reasonable time to reach a consensus on the preferred site or sites and that their final decision be captured in an MoU with the project or in the final RAP.

**Box 5.4. Steps in Identifying Replacement Agricultural Land**

Consider the following when determining how much and what kind of replacement agricultural area is required:

- Number of households to be displaced
- The agricultural and/or grazing area required for food sufficiency for an average household in an average year, using conservative assumptions about agricultural practices—make provision for fallow, if this part of normal agricultural practices
- Add any needed common or natural resource areas: pasture and grazing, foraging and gathering firewood, access to fishing or hunting area, housing or settlement sites, and so forth

Define site selection criteria with affected communities, and work with local government to develop a long list of potentially suitable sites. Assess the strengths and weaknesses of each site and develop a short list of three to four preferred sites

Consult with any host communities and ascertain their willingness to accept displaced people. Present the short-listed options to the affected community or households and discuss the strengths and weaknesses of each site; conduct site visits; agree on a preferred site. Finally, carry out detailed site investigations (land tenure investigations and title searches, soil sampling, and mapping, water supply investigations) to confirm the suitability of the preferred site(s).

334. The project might be exposed to land speculative activity during the replacement land selection process. Often it is necessary to be circumspect during potential site inspections and to move rapidly to secure rights to replacement sites once a decision on a preferred site or sites has been reached. Depending on the scale of a project and the prevailing land tenure regime, it may be possible to do one of the following:

- Enter into an option-to-purchase agreement with the owner(s) of the preferred site to reserve the site while detailed site investigations are undertaken or to cover the period until a project decision to proceed is reached
- Request the government to put in place a moratorium on land transactions, rezoning, and development approvals ahead of major project execution
- Declare a specific cut-off date for replacement land and undertake a census and asset inventory of the replacement area
- Incorporate replacement agricultural areas in the areas covered by cut-off date announcements (rarely possible, however, due to timing issues)

**B. Reestablishing Subsistence Production and Food Security**

335. For households reliant on subsistence production, the initial focus of livelihood programs should be on reestablishing food security using proven, low-risk production systems and crops that are familiar to the displaced population. The limiting factor in improving farm livelihoods may be
the capacity of farmers to accept change in their agricultural practices, which may be driven by the minimization of risk rather than the maximization of production.

336. Assumptions about yields that can be achieved should remain conservative. No new sophisticated techniques should be sought (for example, no irrigation where this would be new, no hybrid varieties, no new mechanization, no use of sophisticated pest control techniques, and so forth). Advisable technical improvements will usually be limited in scope (but effects may be critical) and should avoid innovations that may be difficult to introduce and integrate with traditional production systems. They typically include the following:

- Better integration of agriculture and animal husbandry to mobilize organic fertilization, including, for example, introducing a few zero-grazing animals and better animal sheds to recover organic matter generated by animals
- Improved local plant varieties (no hybrids), usually with slightly shorter cycles to improve drought resilience and reduce water needs, a better grain-to-straw ratio, or better resilience to diseases and pests
- Possible introduction of animal traction where labor is mostly manual and traction animals are available
- Introduction of conservation agriculture techniques: Conservation agriculture is a widely adopted concept in developed and developing countries. It is particularly suited to traditional farmers with limited capacity to mechanize soil preparation. It is a set of soil management practices that minimize the disruption of the soil’s structure, composition, and natural biodiversity. Despite high variability in the types of crops grown and specific management regimes, all forms of conservation agriculture share core principles that include the following:
  - Maintenance of permanent or semipermanent soil cover, using either a previous crop residue or purposely growing a cover crop, such as nitrogen-fixing tree species
  - Minimum soil disturbance through tillage (just enough to get the seed into the ground) and avoidance of ploughing
  - Regular crop rotations to help combat the various biotic constraints
  - Utilization of green manures, avoidance of burning of crop residues, integrated disease and pest management, and limited mechanical traffic over agricultural soils where possible
  - Reduction in fossil fuel use with associated economic and environmental benefits, which is a major advantage

337. Once basic food production systems are reestablished and self-subsistence is achieved on the replacement land, the project can look at augmenting household production with components that diversify household production and introduce cash income.

C. Agricultural Intensification

338. If there is insufficient land for full land-for-land replacement, the project sponsor will need to look at methods of intensifying agricultural production on a reduced land area. Agricultural intensification may involve some or all of the following:

- Shift to sedentary agriculture from shifting or swidden methods
• Introduction of mechanization
• Consolidation of plots to facilitate mechanization and economies of scale
• Greater use of agricultural inputs—fertilizers, herbicides, and pesticides
• Shift from rainfed to irrigated agriculture
• Introduction of greenhouses
• Introduction of hydroponic growing methods
• Introduction or intensification of animal husbandry, for example, use of artificial insemination, improved livestock breeds, and/or supplementary feeding

339. Agricultural intensification should not be undertaken lightly. It will involve much longer and more intensive training and assistance for displaced farmers and also has much higher risks of setbacks or failures. There are always reasons why agricultural systems are extensive and changing to more intensive ones is a long and difficult path (box 5.5).

Box 5.5. Why are Agricultural Systems Often Extensive and Why Is It Difficult to Intensify Agriculture?

Farmers the world over are risk averse. Traditional agricultural systems have been based, sometimes for centuries, on minimizing risks rather than maximizing production. For example, in some relatively dry areas of West Africa where most agricultural work is done manually, farmers will sow more land than they are able to weed (weeding being the most labor-intensive operation and the key bottleneck as a result). It seems to make little sense at first, but it allows the farmers to see the areas of their fields where the young plants have grown best and weed those only. Similarly, slash-and-burn systems with fallow periods of up to 20 years made sense where land availability was virtually infinite because of low population densities. In the current demographic pressure, however, these systems are unsustainable in most of the areas where they are practiced. However, the dramatic demographic changes that imply that less land is available and make slash-and-burn unsustainable are relatively recent, and agricultural systems have not yet adapted. This is particularly true in many areas of West Africa, where other factors that have prevented intensification include lack of investment in the agricultural sector, unavailability of credit, poor organization of and limited access to agricultural inputs, supplies, and markets for produce, and lack of proper extension and training services.

Risk aversion makes intensification difficult. Farmers know that by intensifying they will be more exposed should a drought occur before the crop is mature. They have spent more in agricultural inputs and sometimes in labor and are therefore more vulnerable to economic hardship if drought or pest attacks occur and the crop fails than they are in an extensive system in which their farming cash expenses were nil and the only thing they would lose is their own labor.

Other factors that make intensification difficult include the following:

1. Low educational levels that make it difficult for farmers to conceptualize the advantages of new agricultural techniques
2. Poorly understood economic or social indirect effects of intensification: for example slash-and-burn systems in West Africa typically allow herders to use fallow land or regrow grass after fire
3. Poorly understood agronomic effects of intensification: for example, introducing ploughing into systems that were based on direct sowing may accelerate soil erosion and mineralization of organic matter
4. Various traditional beliefs or cultural values associated with certain agricultural practices or certain crops,\(^a\) which are important to understand before engaging into intensification activities.

5. A "my-grandfather-and-my-father-did-that-and-there-is-no-reason-I-should-change" attitude

This is why attempts to intensify must be carefully studied, with qualified and experienced agronomists and social scientists looking into all technical, economic, social, and cultural implications of the changes. Pilots are also useful to refine techniques and provide a basis for training.

\(^a\) Rice and various tubers such as yam and taro are typical of crops that are believed to have a "soul" in some cultures. Sometimes certain crops are associated with a particular gender and cannot be cultivated by the other. Similarly, sacrifices or other rituals may be associated with certain cropping activities such as sowing, weeding, harvesting, threshing, or pounding. It is important to understand whether these underlying cultural values may affect willingness to accept or resist change.

340. This handbook is not intended to provide detailed technical guidance on these approaches. Guidance should be obtained from such sources as the United Nations Food and Agriculture Organization (FAO) and local agronomic research institutes. It is important that such advice is obtained in-country (or at least regionally), as it needs to be locally specific. In the context of resettlement, failure is not an option, and project schedules do not allow for specific research and lengthy trials. Only proven techniques and practices should be used, with the involvement of experienced specialists and organizations. Where possible, pilot trials over one to three years are highly advisable before crops or techniques are scaled up for the affected population. There are no miracles in agriculture: a slash-and-burn farmer or a transhumant herder will not instantly turn into a high-tech drip-irrigation farmer simply because the technology works elsewhere.

D. Small-Scale Gardening

341. Small-scale gardening is often an effective way to diversify and improve food sources, provide an alternative to seasonal out-migration during the dry season when the main crops are already harvested, and improve livelihoods and cash incomes. This is often particularly beneficial to groups such as women and youth.

342. Key factors to consider prior to promoting small-scale gardening are presented in table 5.1.
Table 5.1. Factors to Consider in Small-Scale Gardening

<table>
<thead>
<tr>
<th>Land</th>
<th>Is land with the right potential available (soils and land capability, security)? Is it accessible? Can it be protected from animal intrusion and theft? Does it need to be fenced? Is it free from other uses or will it require secondary displacement? Does it need to be acquired and compensated? Is water available at the site during the whole period when gardening will be conducted? If not, can it be made available (drilled or hand-dug wells, pumping) at a reasonable and sustainable cost of investment and operation? Can ongoing maintenance costs be sustainably covered?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical considerations</td>
<td>Does the soil need improvement? How will watering or small-scale irrigation be conducted? What crops should be selected considering factors such as the agricultural calendar; nutritional benefits; availability of seeds, seedlings, fertilizer, pesticides, irrigation equipment, and other inputs; technical and social acceptability; and availability of a market if the harvest is to be sold? What cultivation techniques will be employed: for example, soil preparation, fertilization, nurseries and transplanting, weeding, and so forth? Is there potential for integration with animal husbandry to provide organic fertilization? What calendar will be followed, considering both farming and marketing opportunities and constraints?</td>
</tr>
<tr>
<td>Organization</td>
<td>Who is going to benefit: individuals, whole communities, groups of certain categories of residents? Are people willing and able to organize collective tasks such as clearing, fencing, and providing for the cost of collective infrastructure and pumping (if applicable)? Are they willing to farm some plots in common to accommodate collective expenses, or do they prefer to contribute in cash? Is there sufficient management capacity? Does it need to be strengthened? Should the organization of producers be registered? If so, under what status? Is there potential for linking with project workforce catering? Are there specific quality, quantity, and sanitary requirements applicable to food used for project catering? Will local producers be able to meet these in reasonable conditions? If not, can some of the standards be lowered to allow for more local procurement without jeopardizing food safety or overall food procurement? What happens when construction is finished and workers are demobilized?</td>
</tr>
</tbody>
</table>
E. Addressing Postharvest Losses Through Improved Handling and Storage

i) Loss prevention

343. In most developing and emerging economies, postharvest losses are in the range of 10–20 percent and may account for up to 40 percent. Losses are mainly caused by insects, rodents, mold, and other microorganisms, and technological deficiencies when separating grain from husks. Vegetables and fruit are particularly sensitive, but significant losses can affect grain and tubers too.

344. The minimization of postharvest losses should be considered as an aspect of improving agricultural productivity. Improvements to drying are usually quite straightforward and effective (although losses—caused by birds and rodents particularly—can occur during the drying process itself). Improving storage is usually more complex, as a number of factors come into play. Small-scale elevated storage facilities and the use of bags typically have good potential, but possibilities of improvement will always be context specific and, again, this should be studied by experienced specialists. Costly or unproven technologies should be avoided.

ii) Value chain

345. Where fruit and vegetables are introduced, the whole value chain should be considered, as these items are usually mainly intended for sales. Areas to examine include storage, transport and marketing, and associated organizational and technical constraints.

F. Animal Husbandry

346. Similar to gardening, small-scale animal husbandry has good potential to support the diversification of livelihood and income streams. Poultry for egg or meat production is usually a preferred option, as it entails limited investment and can build on existing practices. In Asia, schemes that combine duck raising with aquaculture have also been successful. Goat and cattle fattening for dairy or meat and putting aside a small number of animals in a zero-grazing system are also popular for the same reasons and have been reasonably successful in countries where they are part of national rural development policies (for example, Rwanda). Zero-grazing allows easy collection of organic matter, which can improve agriculture, particularly where market gardening is concurrently introduced. However, certain precautions and factors must be considered (see table 6.2). Also see IFC Good Practice Note on Improving Animal Welfare in Livestock Operations.14

---

Table 5.2. Factors to Consider in Poultry, Goat, and Cattle Fattening and Zero-Grazing

<table>
<thead>
<tr>
<th>Choice of species and breeds</th>
<th>Use local species and breeds to the extent possible, as they are usually more resilient to morbidity and better adapted to climatic and other local conditions. Where practical and proven, cross existing breeds with improved stock to benefit from improved productivity without losing the resilience of the local stock. For cattle, where the organizational, technical, and economic environment is conducive, artificial insemination of local stock with imported semen can yield interesting results. Avoid species and breeds that are unknown locally or unproven at the national level.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Animal housing</td>
<td>Give preference to low-cost systems. Use specialist experience to design animal pens, taking particular care for morbidity risks, cleaning, and collection of waste. Consider and prevent intrusion of predators such as foxes, raptors, or snakes.</td>
</tr>
<tr>
<td>Animal feed</td>
<td>Are there permanent and cheap sources of animal feed locally? What are the risks of a shortage of animal feed? Can animal feed be purchased without jeopardizing the sustainability of the venture? If new crops are required to feed animals, are these technically acceptable and economically sound in the local context?</td>
</tr>
<tr>
<td>Diseases</td>
<td>Assess likely diseases and check whether government-sponsored immunization programs are available. Assess the capacity of local veterinarian services to deliver animal health-related services, including immunization, prevention advice, and curative care.</td>
</tr>
<tr>
<td>Organization</td>
<td>Who is going to benefit: individuals, whole communities, subgroups of the community? If the activity requires some group tasks to be done collectively (such as building sheds), are people able and willing to organize such? Is there sufficient technical and management capacity available? Should it be improved? Should the organization of producers be registered? Under what status? Is there potential in a link with project worker catering? Are there specific quality, quantity, and sanitary requirements applicable to meat, milk, and eggs used for worker catering? Will local producers be able to meet these in reasonable conditions? If not, can some of the standards be lowered to allow for more local procurement without jeopardizing food safety? What happens when construction is finished and workers are demobilized?</td>
</tr>
</tbody>
</table>
Marketing

Is there a market for the produce? Is it accessible to local producers?
What is the competition? Are there acceptable slaughterhouses?
Is a specific form of organization required or desirable to be able to access the market?

Implementation

Are there implementation partners with successful experience in organizing and implementing livestock production systems?
What is the desirable duration of support? Can local trainers be identified and trained?
What is the exit strategy when support stops? Is there a government agency with the ability to assume responsibility of some support and monitoring?

G. Agricultural Insurance

347. Agriculture is an inherently risky venture, and significant crop losses are always possible, even in mature agricultural landscapes. In many parts of the world, the onset of climate change is exacerbating the risk of unseasonal or extreme weather that can adversely affect farmer yields or livestock production. Resettled farmers who are establishing agriculture in new areas or using new or improved varieties are particularly at risk.

348. Where resettlement livelihood schemes promote credit assistance for the use of higher value inputs (for example, improved seed, fertilizer, and chemicals), project-affected farmers should be encouraged to buy crop, livestock, or fisheries insurance, where this is available. Where a farmer is reliant on credit or making an unfamiliar investment in livestock, improved seed, or fertilizer, they can be left irrevocably worse off if they experience crop or livestock losses. Some governments and agricultural credit providers offer subsidized insurance programs.

Table 5.3. Examples of Agricultural Insurance

<table>
<thead>
<tr>
<th><strong>Insurance type</strong></th>
<th><strong>Typical coverage</strong></th>
</tr>
</thead>
</table>
| Crop              | Period from seeding until harvest  
Loss from natural calamities, plant diseases, or pest infestations or accidental fire  
Cover for cost of inputs, value of farmer's labor (including household members), labor of hired workers, and proportion of expected yield |
| Livestock         | Death from disease, accidental drowning, strangulation, or snakebite  
Additional cover for loss due to fire, lightning, typhoon, floods, and so forth |
| Poultry           | Catastrophic loss due to disease or epidemic (subject to birds having been vaccinated or inoculated) |
| Fisheries         | Period from stocking up to harvest  
Loss of stock due to natural calamities  
Cover for cost of production inputs and value of labor |

*Source: Adapted from Food and Fertilizer Technology Center for Asian and Pacific Region website ([http://ap.fftc.agnet.org](http://ap.fftc.agnet.org)).*
V. EFFECTIVE NON-LAND-BASED LIVELIHOOD IMPROVEMENT STRATEGIES

349. Livelihood-improvement strategies that are not based on land and agriculture can involve access to project and other employment, nonagricultural income-generating activities, and support for the establishment and operation of small businesses associated with project procurement.

A. Access to Project Employment

i) Challenges

350. Project sponsors and contractors must anticipate the challenges associated with employing project-affected persons who may have limited exposure to wage-based employment and no exposure to large construction projects, particularly in terms of occupational health and safety. Even for those who gain employment and work well, there are challenges. For example, for most projects, employment opportunities are numerous during the construction phase and fewer (or even nonexistent) in operations. The transition from construction to operations is difficult and may result in social tensions. Other challenges include the following:

- Mismanaged expectations ("everybody will get a job!"), fueled by poor project communication or employment procedures, which result in frustration and anger when affected persons realize that their expectations will not be met
- Poor communications around and understanding of the screening and recruitment procedures, which can result in frustration for those screened out
- Misunderstanding the required job skills: for example, persons with a driving license may mistakenly think they can drive a 150-ton mine dumper
- Unfamiliarity with work discipline and regular hours, lower productivity than seasoned construction workers, and lack of familiarity with administrative aspects such as wage slips, allowances, and employer tax deductions
- Failing employment screening tests: Large contractors will typically undertake preemployment screening to test hearing, eyesight, presence of infectious diseases (for example, tuberculosis), and drug and alcohol status. Many job applicants may fail such screenings, which can make it difficult to recruit significant numbers of project-affected persons. It is important that failed job candidates be provided with access to treatment (for example, opportunity to buy glasses or obtain medication for TB) or be sensitized about substance abuse issues and, once treated, be given the opportunity to reapply.

ii) Benefits

351. If properly managed, employment has the potential to be the first benefit of a project to neighboring communities and the one that is most expected by stakeholders in countries where poverty and unemployment are widespread and job opportunities scarce. Employment achieves the following benefits:

---
15 In a project in West Africa, a large number of young applicants failed the cannabis test. However, testing positive does not necessarily denote frequent and recent consumption (which these youth could not afford), because the active substance in cannabis (THC) is detectable for a long time after consumption. Significant frustration occurred (resulting in site blockages) when young people that denied frequent consumption realized that they had failed the test and would not be employed.
• Provides a regular source of cash income
• Integrates workers in the cash economy
• Allows workers to benefit from social security systems or pensions
• Provides opportunities for training and skill enhancement
• Creates a sense of common objectives between the project and affected communities

**iii) Employment preparation**

352. For direct and indirect project employment approaches to be successful, it is essential to provide for training, mentoring, and support. Where affected communities have low educational attainment, the project sponsor should help affected persons improve their chances of being employed by creating early awareness on the following topics:

- Project organizational arrangements (who is who among sponsors and contractors) and project workforce needs, including the duration of the different phases
- Manage expectations and be clear that not everyone will be employed: the project has certain needs and will put in place selection processes
- Literacy, numeracy, and language training
- Workplace rules and disciplinary procedures: working hours, hierarchy, assessments, violations, and so on
- Awareness of recruitment procedures: including processing of applications, health, drug and alcohol screening, and the like
- Essentials of health and safety
- Skills required for the project: including the fact that some or many skills needed may not be available in the communities
- GMs available to communities and workers
- Rules of conduct, such as zero tolerance for harassment, including sexual harassment and bullying

353. Awareness can be achieved through community meetings, workshops, and focus groups with community representatives, including youth and women.

**iv) Identification of key employment needs**

354. As part of the ESIA or RAP baseline surveys, the project should identify the skills among affected persons as well as key employment categories where affected persons may be able to find jobs (see module 4.VII., “Livelihood Baseline Surveys”). Assessing the skills base requires that some questions about degrees, professional qualifications, experience, artisanal and vocational training, and so forth be asked of affected household heads. These pertain to the qualifications of all working-age household members at the time of the socioeconomic or livelihood baseline surveys (see module 4 sections VI.B., “Quantitative Surveys” and VII.F., “Skills Base”).

355. The project should assess the jobs needed during construction and operations. The project should understand how the project workforce needs will be filled. For the construction phase, project sponsors need to encourage contractors to develop precise breakdowns and establish
accurate estimates of the number of unskilled and semi-skilled jobs that can be offered to affected persons. A gender breakdown of jobs and gender targets should also be established.

v) Development of recruitment procedures

356. Recruitment procedures can lead to confusion and community discontent. There is no universal approach, and procedures will be highly context specific. Projects are often insufficiently prepared and procedures may not be effectively implemented. Procedures for recruitment of affected persons into project employment should comply with requirements of IFC’s PS2 and address the following questions:

- How can people apply and where can they apply (project employment centers, national employment agency, community liaison personnel, or other option)?
- What screening tests will be used, and how can people be helped to cope with rejection (see section V.A.i, "Challenges" of this module)?
- How does the project identify beneficiaries (for project related benefits such as employment) and eligibility criteria?
- Are all affected persons eligible, or just one individual per affected household? In the latter case, will elderly households be able to allocate their employment entitlement to another extended family member?
- How does the project address unaffected persons in affected communities?
- How will residency in a given community be verified: project census or other criteria, including verification by local chiefs?
- Is eligibility to a job permanent or for a given duration?
- How are jobs distributed among different communities: quota by communities or other method?
- How are jobs distributed within each community: lottery or other method?

B. Education, Training and Scholarships

357. Allocating scholarships to students from affected households in primary, secondary, higher, or vocational training provides effective and relatively inexpensive benefits to communities, individuals as well as the project:

- From a livelihood-restoration perspective, it enhances the employability of those receiving training.
- It generates a sense of pride and enhances community good will toward the project and its sponsor.
- It can help with the training of future employees.

358. The number and type of scholarships should be adapted to the context. Scholarships should cover a significant part (but not necessarily all) of the education expenses incurred, including tuition and accommodation, where applicable. Criteria for eligibility and award of scholarships should be transparent and fair. Authorities and communities should be consulted about how scholarships will be awarded and about monitoring measures to avoid misuse. Part of the scholarship might be paid directly to the educational institution. See box 5.6 for an example of a scholarship program.
Box 5.6. Vishnugad-Pipalkoti Hydropower Project, Uttar-Akhand, India: Long-Term Investment in General and Vocational Education and Scholarships

The Vishnugad-Pipalkoti hydropower scheme is being built by public power company, THDC India Limited, on the Alaknanda river in the Himalayan state of Uttarakhand, India, with support from the World Bank. Although the project is a run-of-river scheme, about 558 households were affected by construction sites (acquisition of private land) and potential impacts during construction and 155 are being relocated.

Within its livelihood restoration efforts, the project embarked various training programs that included:

- Scholarships for primary and secondary education, with three target groups: affected households, meritorious students, and children with a vulnerable background; about 1150 children benefitted;

- Vocational training in electricity, plumbing, masonry, operation of heavy equipment, and so on, in existing training and educational institutions, with about 60 young people from affected households benefitting;

- Specific training activities for affected women, including training in producing clothes (knitting and tailoring), dairy promotion, back yard poultry, agriculture activities, with about 250 women benefitting.

Also noteworthy in this particular case is the fact that the project is located on a very popular pilgrimage route, and affected persons are being encouraged to utilize their R&R grants for pilgrim hospitality in providing clean and safe accommodation and management of this activity.
C. Enterprise-Based Livelihoods

i) Project opportunities

359. Projects typically provide numerous opportunities for local procurement in which project-affected persons can benefit, as long as the right conditions are in place and there is an aggressive policy to establish and enhance links between local enterprises and project procurement (see table 5.4).

ii) Nonproject opportunities: Income-generating activities

360. Income-generating activities have been given considerable attention by various development organizations in most developing and emerging countries (see box 5.7). They can allow people to develop nonagricultural income as a complement to their main activity, particularly agriculture. Many governmental agencies and NGOs supported by donors have developed proven methodologies to develop income-generating activities, sometimes with specific targets for women, youth, and vulnerable people. These methodologies are usually based on the following sequence of actions:

- Identification of activities combining economic potential, environmental sustainability, and social acceptability, based on information typically available from local development agencies, NGOs, and donors
- Consultation with economically displaced people on these activities and selection of a few preferred, viable, and sustainable activities
- Provision of functional literacy and numeracy courses
- Provision of technical courses on each of the selected activities
- Establishment of support to groups implementing, monitoring, and evaluating these activities.
### Table 5.4. Factors to Consider in Project Procurement from Local Enterprises

<table>
<thead>
<tr>
<th>Identifying local content areas</th>
<th>Identify areas within the project company that have potential for local procurement involving PAPs, including for example, catering, cleaning of offices and accommodations, building maintenance, small construction works, IT services, transportation, security, landscaping, waste management, and community liaison. Work with contractors (and their subcontractors, if needed) to identify areas where there is potential for local procurement. Define quantitative objectives (in terms of value of local procurement per year) based on the PAPS' skills base collected at the baseline stage. Have these objectives sanctioned by project senior management and ensure that associated instructions are given to the procurement department within the project or company.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengthening existing local businesses and supporting the emergence of new businesses</td>
<td><strong>Existing businesses</strong> Provide preliminary awareness of project procurement needs and requirements. Provide management, technical, and administrative training, particularly in areas needed to meet project requirements. Provide support in establishing commercial, technical, and financial offers to the project or its contractors. Establish links with larger contractors hired by the project. Facilitate links with existing national or regional business support agencies and business organizations such as chambers of commerce. Facilitate links with NGOs and donors working in the area of SME support. Facilitate links with financial institutions, such as commercial banks and microfinance lenders. Encourage the recruitment of PAPs, possibly through a positive discrimination system, such as a partly subsidized position, if it is legally permissible in the jurisdiction. Use project leverage where such exists, via banks, national government agencies, and contractors.</td>
</tr>
</tbody>
</table>
| Strengthening existing local businesses and supporting the emergence of new businesses | **New businesses**  
Where business needs may be satisfied by a PAP business, identify individuals or groups willing to embark on business creation.  
Provide guidance and training on business establishment (legal form, registration, legal documentation, business planning, equipment, recruitment, and so on) until the business is established.  
Monitor business activity for any issues and provide regular refreshment training.  
Implement points listed under “existing businesses.” |
| Making sure local procurement benefits PAPs | **Consider prioritizing enterprises managed by PAPs or employing PAPs in project procurement:** give specific support in the bidding and contract implementation processes.  
Consider gender aspects of hiring: quota, priority or specific support to enterprises managed by women, and so on. |
| Establishing project standards and terms of purchase | **Consider unbundling large contracts into smaller ones to allow local enterprises to compete.**  
Simplify bidding procedures to accommodate the lower administrative and financial capacity of local enterprises.  
Where needed, adapt health and safety standards to avoid unnecessary hurdles to small, local enterprises while meeting the objectives of IFC’s PS2 and PS4.  
Establish reasonable payment terms with an initial down payment without bond or other guarantee.  
Provide training and capacity building to local enterprises on subjects such as tender and proposal preparation; health, safety, and environment requirements; and administrative, technical, and financial procurement requirements.  
When faced with administrative issues raised by procurement departments, don’t take no for an answer, and seek a reasonable compromise. |
Box 5.7. Examples of Income-Generating Activities for Developing Countries

- Garment production, including knitting, weaving, dyeing, and tailoring
- Breeding of small animals (poultry, rabbits, and so forth)
- Production of mushrooms or hydroponic vegetables or fruit
- Food processing, packaging and marketing, including production of butter and cheese, production of flour or semolina from grain or tubers, drying or canning of fruit, and production of oil
- Beekeeping and production of honey
- Soap and cosmetic production
- Handicrafts, including embroidery, basketwork, and jewelry
- Fish farming, production of mollusks or shrimps, drying, smoking, salting, and packaging
- Production of salt

D. Fisheries

361. The creation of reservoirs in hydropower developments provides opportunities for the enhancement of fishery activities, through the creation of better and safer landing sites and enhancement of marketing and the cold chain. The transition from river fishing to lake fishing may be necessary. In Africa, it has been observed in several HPPs with large reservoirs that fishing in the reservoir tended to benefit migrants better equipped for this transition, while for lack of training and support, local fisherpeople could not benefit. This is a potential obstacle that must be assessed based on experience of other projects in neighboring areas and managed in cooperation with local communities, fisherpeople representatives, and local authorities.

362. An example of activities meant to enhance fisherpeople’s livelihoods is presented in box 5.8.
Box 5.8. Compensating Fisheries and Enhancing Livelihoods in Turkey

BTC Pipeline project, Turkey

Ceyhan Marine Terminal is the end point of the Baku Tbilisi Ceyhan crude oil pipeline. It comprises two sets of facilities:
- 7 crude oil storage tanks, associated receiving and process facilities, loading lines, administration and control buildings;
- 2.5 km jetty capable of berthing two tankers simultaneously.

In a context of depleting fish stocks and catches and high community expectations, the extension of the restriction areas associated with vessel maneuvering led to conflict with local fishermen. Local Turkish legislation was not descriptive on compensation and livelihood restoration for fishermen. With advice from IFC, the project sponsor embarked into the preparation of a Livelihood Restoration Plan specifically targeting affected fishermen. This included the following activities:

- Verification of the geographical extent of the impact and individuals actually affected (Household questionnaires, mapping exercise, “On-the-water” survey of fishing grounds with fishermen, consultation with other regional stakeholders (Coast guard, port authority, fish traders, village leaders, and so on), control group survey.

- Clarification of eligibility criteria for fishermen (holding a fishing license and residing in Gölovası Village, active participation in fishing activities as full-time crew member; and not being involved full-time in any other activity than fishing), and declaration of cut-off date.

- Baseline survey to determine household and fishing income of each affected individual (literature review, consultation with stakeholders and experts, household income surveys (74 questions to 48 fishermen and 26 control group, registration of fish catches at different periods)).
Calculating the impact on fishing income, using a Net Present Value formula over the 20 years average life of a fishing boat, and excluding other income streams;

- Identification of sustainable livelihood compensation packages, including: a social security package, health insurance, property (purchase of structures), purchase of vehicles and tractors, debt repayment, support to business establishment;

- Compensation and implementation of livelihood enhancement activities as well as community development activities at community level (training, support to tourism development, and so forth).

Complaints were numerous, particularly from individuals deemed not eligible, but a robust grievance management system helped to avoid escalation.

VI. URBAN LIVELIHOODS CONSIDERATIONS

363. There is growing recognition that resettlement programs based on moving inner-city households to peri-urban locations often have a detrimental impact on household livelihoods. Such programs have proven problematic for informal dwellers. There is an emerging preference for resettlement based on rehousing people and businesses, and helping them maintain or reestablish existing livelihoods, within inner-city areas. Inner-city resettlement is likely to increase project acceptability to displaced families and offers more sustainable livelihood opportunities.

A. Characteristics

364. Developing and implementing livelihood programs in an urban setting is usually far more complex than in a rural context. Contributing factors include the following:

- Urban areas tend to be administered by multiple government and municipal agencies that need to be involved in planning, approving, and implementing resettlement and livelihood programs. This can make it challenging to achieve alignment and obtain approvals, and it can also offer resources and technical support.

- Urban residents are often much more knowledgeable, resourceful, and assertive than their rural counterparts. This can be an asset when channeled through constructive participation or a liability when there is conflict or litigation.
• Urban livelihoods tend to be far more diverse than in rural contexts. Livelihood restoration and enhancement measures need to be tailored to meet the needs and locational requirements or dependencies of multiple groups: salary and wage earners, business owners, retailers, informal stallholders, formal and informal service providers, artisans, home businesses, and so on.

• Urban projects can involve displacement of significant numbers of informal dwellers whose livelihoods often rely on very localized demands for services (for example, street stallholders, pedi-cab drivers, domestic workers, and casual labor) or access to resources (for example, waste for recycling).

• Land for reestablishing businesses and livelihoods is more often than not scarce, expensive, and occupied.

• Urban environments are dynamic, with multiple projects occurring simultaneously and involving complex vested interests. This can lead to opportunities and synergies for livelihood development or challenges if there is an absence of forward-looking urban planning.

B. Organization

• Establish early in the resettlement process steering and working groups with substantial PAP representation to ensure effective coordination, alignment, and information transfer among all key stakeholders, including the relevant government and municipal agencies.

• Design livelihood working groups to represent the full range of livelihood interests displaced by the project: wage and salary earners, different types of businesses, informal service providers, informal and formal stallholders, artisans, transport workers, and women and youth representatives.

• Where feasible, work with existing business organizations, artisan groups, and associations that have established networks and bring detailed knowledge about their sectors and members.

• Consider utilizing suitably experienced urban-focused civil society organizations to broaden the reach of engagement, mobilize displaced communities and businesses, and coordinate participation.

C. Factors to Consider

365. Critical success factors for managing urban livelihoods include the following:

• Establish a strong steering group to oversee urban livelihoods program delivery. The group should meet regularly, be informed by independent mid- and final livelihood program evaluations, and be prepared to adapt programs in response to arising opportunities and constraints—adaptive management is critical.

• Use qualitative and quantitative baseline studies with broad engagement to gain an in-depth understanding of the formal and informal social and economic networks and resources that displaced households and businesses rely on for livelihood purposes. Understand the various locational dependencies and requirements of affected households and businesses.

• Use skilled and experienced implementing partners (development NGOs and municipal or other government teams) to mobilize displaced households and businesses so that they can express preferences and participate fully in all decisions about livelihood opportunities.
• Where they exist, assist displaced people so they can take advantage of vocational training and livelihood programs offered by the government or other local or regional institutions. Ideally, these should result in nationally recognized qualifications or skills certification.

• Integrate urban resettlement and livelihood programs with wider municipal planning and economic strategies. For example, if a municipality is planning to develop a new market, examine ways for project displaced formal and informal stallholders to be accommodated within those plans.

• Where impacts are geographically extensive or occur over a protracted period, break the resettlement process, including livelihood programs, into defined stages. This results in more focused and effective use of resettlement personnel and resources and limits the period of disruption on displaced households and business.

• Pay particular attention to meeting the needs and facilitating participation of vulnerable households, including informal dwellers.

• Recognize that government agency and municipal budgets are typically established annually. If these bodies are to form part of project livelihood initiatives, they need time to provide a budget and resources.

• Maintain a GM that is accessible, transparent, and provides timely redress.

VII. TRANSITIONAL SUPPORT

366. Transitional support should be provided as necessary to all economically displaced persons, based on a reasonable estimate of the time required to restore their income-earning capacity, production levels, and standards of living. As the name implies, transitional support is typically provided to cover the period from the time a displaced household’s original livelihood is dismantled (when they physically relocate or when their land and assets are relinquished to the project) until their new incomes start flowing or sustainable harvests are achieved from replacement agricultural lands (for example, upon completion of the first successful crop cycle). In the case of urban resettlement, transitional support may take the form of allowances to cover additional costs of food and transport when a displaced worker is required to commute.

367. Transitional support may be provided in the form of a cash allowance, vouchers, in-kind support, or through payment for work. For households, cash or in-kind allowances should be calculated on a per-household-member basis to account for the differing subsistence needs of large or small households. Some examples of different kinds of transitional support are summarized in table 5.5. In each case, the type of support has been designed in response to the nature of the livelihood that has been impacted and the period required to restore or reestablish replacement income or production.
Table 5.5. Examples of Project Transitional Support

<table>
<thead>
<tr>
<th>Project</th>
<th>Type of support</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>A gas pipeline project passing through household gardens in the Papua New Guinea Highlands</td>
<td>Monthly delivery of a food package designed to meet household nutritional needs</td>
<td>Six months: the period it would take a reasonably diligent household to clear forest, cultivate beds, and plant and harvest a crop of sweet potato sufficient to meet household needs</td>
</tr>
<tr>
<td>Informal stallholder displaced for trenching works in Ghana’s capital, Accra</td>
<td>Flat-rate cash allowance meant to offset the disturbance created by the trenching work (digging, laying the water pipeline, and closing the trench)</td>
<td>Three months, paid in one installment</td>
</tr>
<tr>
<td>A small roadside enterprise in Azerbaijan demolished for laying of gas pipelines before construction of replacement premises could be completed</td>
<td>The enterprise owner was paid rent for his land and premises until the replacement building was completed. The rental payment covered the owner’s lost profit. Enterprise employees were employed as temporary cleaners by the project construction contractor.</td>
<td>More than 12 months</td>
</tr>
<tr>
<td>A petrochemical project requiring rural-to-urban resettlement in the People’s Republic of China</td>
<td>Monthly cash allowance calculated for each household member, equivalent to the urban minimum wage</td>
<td>Twenty-four months; the estimated period for household members of working age to register as urban unemployed, complete skills training, apply for and obtain city jobs; or establish small businesses</td>
</tr>
</tbody>
</table>

VIII. OTHER AVENUES FOR LIVELIHOOD RESTORATION AND IMPROVEMENT

A. Benefit Sharing

368. Benefit sharing seeks to distribute a share of project benefits back to project-affected persons, communities, or local governments: that is, to those that lose land and assets or otherwise bear the social and environmental costs of a project. Benefits may be monetary, such as through sharing equity, royalties, or project revenues, or nonmonetary, such as through improved infrastructure or long-term business opportunities.

369. Benefit sharing does not replace the need for compensation for lost individual assets and livelihood restoration, but it can be used as a means to compensate for loss of access to natural...
resources, with a focus on supporting sustainable, long-term livelihood improvement. Benefit sharing can contribute to a life-of-project revenue stream that can be used for ongoing improvements in the standard of living and livelihood. It can also foster trust and mutual interests between the project developer and local communities: that is, it can strengthen a community’s sense of ownership in a project and the project’s social license to operate.

370. Benefit sharing is sometimes a requirement of national law, or it may be negotiated with the project developer as part of a benefits package. Dependent on the prevailing legislative regime or project agreements, monetary benefits received by a community might be retained for community development or distributed to individuals or households.

371. Benefit-sharing mechanisms include the following:

- **Long-term lease of land.** Land for a project is leased from communal or individual owners (rather than purchased) and owners receive ongoing lease payments for the life of the project.
- **Equity share.** Project-affected individuals or communities are granted equity in the project.
- **Direct transfers of a fraction of revenues as royalties.** Communities are granted a percentage of the revenues or royalties generated by the project.
- **Contribution to a development fund or funds.** The project contributes to a trust or development fund that can be drawn on by local government, affected communities or individuals for prescribed purposes.
- **Levying of property taxes by local government.**

372. Benefits may also be nonmonetary, such as the following:

- Sponsor commitment to establish a community development fund that can be accessed by communities for socioeconomic development purposes
- Allocation of fishing rights to resettlers in a newly created reservoir or aquaculture rights within a project marine exclusion area
- Access to improved infrastructure, enabling affected persons to utilize project roads, access health care, or receive water for domestic use or irrigation
- Preferential electricity rates or reduced water-related fees
- Preferential hiring of affected persons during project construction or operations
- Preferential opportunities for affected persons to supply services

373. Where benefit sharing is voluntary, it is good practice for project sponsors to negotiate a community agreement with affected communities. A negotiated benefits agreement has advantages in that communities have some ownership over the process and can seek benefits that are best aligned to their interests.

**B. Facilitating Retirement and Pensions**

374. Older workers affected by displacement may experience greater difficulty than others in developing replacement livelihoods. This may be due to their inability to undertake the hard labor necessary to break in new land for agriculture, or because they are considered too old for
placement in wage-based employment. Older workers are also less likely to be able to take advantage of construction-based employment or training programs.

375. The preference is always that capable people of working age be given opportunities for productive employment, but under some circumstances the option for pensions or early retirement might be offered. In the People’s Republic of China, for example, it is not uncommon for resettlement plans to make provision for men over 55 years and women over 45 to be granted retirement pensions as part of livelihood compensation. In such cases, programs should meet the following criteria:

- Pensions plus compensation for loss of productive assets should be adequate for the individuals or households to maintain their previous living standard.
- Pensions must be sustainable, that is, guaranteed by the project sponsor or government implementing agency.
- The pension program should be equitable and accessible regardless of gender or ethnic background.
- Ideally, pensioners should have access to supplementary livelihood opportunities through access to land or part-time employment.

C. House Rental

376. Several completion audits of resettlement programs have shown that resettled people find it profitable and easy to rent out part of their resettlement house to project workers, as their new houses are often of a better standard than what is otherwise locally available. This is a simple and relatively cheap way to provide a livelihood-restoration avenue. Houses simply need to be designed to provide one or two rental rooms on top of the resettled household’s own needs. However, issues concerning the presence of outside workers in the community, such as a possible increase in social ills (for example, prostitution, alcohol, and drug abuse), and the loss or reduction of rental revenue upon completion of project construction, need to be discussed and addressed with affected households, community leaders, and representatives. Also, in areas with potential for tourism, renting rooms to tourists or pilgrims can provide a useful income complement (see box 5.6).

IX. PLANNING AN EXIT STRATEGY

377. Project support to re-establish livelihoods will necessarily have an end. A common challenge of livelihood-restoration programs is the significant preparation required to discontinue support. It is advisable to prepare the exit strategy at the design stage of the program, so that all activities are planned and all communication with PAPs includes the perspective of the eventual exit. This is not as straightforward as it seems, in part because implementation partners are not necessarily keen on preparing for their own discontinuation with the project. Exit strategy considerations are presented in table 5.6.

16 The issue of how to assess completion, and particularly whether livelihood restoration programs have been successful, is addressed in module 7, “Monitoring and Evaluation” (section III.E.iii), “Defining ‘completion’”
Table 5.6. Factors to Consider in the Livelihood-restoration Exit Strategy

| Sustainability of activities | Have the activities been designed to be technically and economically sustainable: business planning, contingency plans, adequate technologies that can be maintained locally at affordable cost, and so on?  
Do local communities have the technical, financial, and organizational capability to maintain any facility created by the livelihood-restoration program? If not, have adequate training provisions been put in place, or could local NGOs provide ongoing support as part of their programs?  
What happens if there is an incident: for example, an epidemic that affects livestock provided under the program, or an unanticipated technical breakdown? What is the contingency plan for managing such unforeseen events? |
| Training, extension, and monitoring | Is there a government agency with the capacity to continue training and extension work initiated or enhanced by the project?  
Should the project enhance the capacity of this agency: technical abilities, human and material resources, vehicles, and IT?  
Will this agency also be able to carry out monitoring tasks and provide ad hoc advice where and when needed?  
If government is not present, are there NGOs with such ability? Under what budgetary conditions could they include PAPs in their normal activities? |
| Communication and engagement | Has it been clearly communicated to PAPs and stakeholders that the program would have an end, and that support was only a temporary measure to be discontinued after a defined period?  
Has the target end-date been communicated and emphasized to PAPs and stakeholders?  
Have the objectives of self-reliance and long-term sustainability been consistently communicated to PAPs from inception through all activities? |

X. GENDER CONSIDERATIONS

378. Resettlement can result in significant changes between genders in the livelihood burden, with women remaining responsible for certain expenses (for example, tuition fees and clothes for their children). This is the case where the livelihood streams that allowed them to care for these needs have been eliminated by the relocation, such as where those streams are associated with natural resources that are no longer accessible—salt extraction or NTFP gathering, for example (see box 5.9).
Box 5.9. Gender-Specific Priorities for Livelihood Restoration: An Example from Northern Russia

In an extractive project in northern Russia, when asked what should drive the selection of a resettlement site, women above 60 years almost unanimously mentioned access to forests for berry picking and mushroom gathering as their key criterion, while men were interested in proximity to project employment opportunities. This is because in this area women above 60 years tend to be widows with limited pensions and must complement their pensions with some additional cash income, which gathering, preparing and canning berries and mushrooms can provide. This livelihood stream was critical to women.

Relocation can put an additional burden on women’s livelihoods by affecting their work calendar and daily timetable, which often results in unavoidable stress. Strains can result from settling the new household, establishing new routines, breaking in new fields, and gathering fuelwood or water in unfamiliar settings. Women will possibly lose social networks for child minding or will “lose” a partner employed by the project or engaged in a time-consuming new livelihood.

The livelihood-restoration activities that are proposed for women must take these kinds of constraints into consideration. Experience indicates that, in many cultures, women's groups can be cohesive around a common objective and are effective in implementing activities that require collective management. Women tend to manage collective property better than men, and risks of embezzlement are often lower. Women's microsavings and microcredit groups often work well, as collective discipline and compliance with rules is often better than in men's groups. When presenting income-generating activities, scholarship availability, employability enhancement, or small business support, women's groups success stories can be a useful catalyst for the whole community, including men. There are several examples of men applying to join successful women's groups.

XI. IMPLEMENTING LIVELIHOOD RESTORATION AND IMPROVEMENT

A. Procurement of Delivery Partners

In private-sector projects, livelihood-restoration activities are often delivered through experienced in-country developmental NGOs, sometimes in combination with government agencies or under their supervision. This is a proven formula, and many experienced developmental NGOs have experience with similar arrangements: for example, working for a private-sector company, typically under the banner of corporate social responsibility activities. When procuring such a partner, the following factors should be considered:

- Its presence in country and its track record with similar developmental activities in the same area or under similar conditions elsewhere
- Acceptability to all stakeholders, especially the affected persons and the government
- Availability of experienced field and management staff to effect implementation
- Adequacy of suggestions about activities that can work, including implementation models
- Adherence to project policies, including the relevant PSs (particularly PS2, PS4, PS5, and PS7, if applicable).
- Cost and implementation schedule
382. Bidding documents should allow for some flexibility in the responses, so that partners can suggest approaches, activities, and implementation models that they are comfortable with and have used successfully. It is also possible to call for ideas or design a competition approach, whereby in a first stage partners are invited to submit their views and suggestions for the livelihood-restoration program (with possibly a reward to all competitors to offset their proposal and design cost), including the technical description of activities, a detailed costing, and an implementation model and schedule.

B. Working with Government

383. Project livelihood programs often overlap with the responsibilities of local, regional or national levels of government in areas such as land-use planning, education, vocational training, labor and employment, agriculture, fisheries, forestry, and natural resource use. Engagement with government about its programs and capacity to assist with livelihood restoration should happen early in planning. Sometimes, it may be desirable to enter into an agreement with the government to provide clarity of roles and distribute responsibilities at the stages of planning, implementation, and monitoring.

384. Depending on the scale of a project’s livelihood activities and the governance systems in the local jurisdiction, the government potentially has a role in the following:

- Providing statistical information about local livelihood activities, production levels, and statutory compensation rates
- Assisting with finding and facilitating access to replacement agricultural land
- Supporting the project in managing encroachment and squatters
- Registering unemployed workers and facilitating job placement
- Extending government training, employment, and livelihood programs to project-displaced people
- Providing guidance to the sponsor to ensure that livelihood schemes are complementary and aligned with government policy and programs
- Providing planning and construction approvals
- Providing continuity of agricultural or other assistance and livelihood support once project responsibilities have been fulfilled—this forms part of the project exit strategy, see section VIII.C., “House Rental” of this module).

385. Where local government capacity needs to be strengthened, sponsors should consider inviting relevant government officers to observe or participate in key training activities and progress evaluations. A recent NGO innovation has been to second an agricultural manager from a project livelihood program to a funded two-year posting with local government once the livelihood program is complete. In return, the local government commits to create an agricultural position and fund extension of the role once the two years are over. This provides an exit strategy, maintains a reduced level of service to the livelihood program beneficiaries, and increases the local government’s agricultural capacity.

C. Involving Other Stakeholders

386. Depending on the context, other stakeholders may need to be involved, including the following:
- Local CBOs, self-help groups, local initiative groups, and youth or women’s organizations

- Bilateral or multilateral donors, which may be able to leverage some activities to the benefit of affected persons, but also and more generally have experience in some of the areas that livelihood restoration involves

- United Nations agencies such as FAO, the UN Environmental Program, the UN Industrial Development Organization, and the International Fund for Agricultural Development

- Development NGOs, including those not selected as implementation partners

- Business organizations such as local and national chambers of commerce or employers’ unions in relevant sector

D. Duration of Livelihood Support

i) Duration of transitional support

387. As detailed in section IX., “Planning an Exit Strategy” of this module, it must also be clear upfront to all stakeholders, including the affected persons, that livelihood support will have an end.

388. The duration of transitional support must be assessed on a case-by-case basis (see also section VII., “Transitional Support” of this module). For wage-based employees in urban resettlement, in some cases, it may be sufficient to cover a few days or weeks of downtime during the moving period. Support may need to be extended to cover initial difficulties with transport from the resettlement site to places of employment. For rural farmers, one or two crop cycles may need to be covered.

ii) Duration of livelihood programs

389. This is again very context specific. Often, livelihood-restoration programs need to be extended, as objectives are not met within the anticipated period. For land-based programs, three years should be regarded as a minimum implementation period, and more time may be needed where changes in practices (intensification, irrigation) are required.

iii) Follow-up support for those needing additional time

390. Some people may take more time to adapt. Completion audits often find that a sizable proportion of households have not reestablished their livelihoods within the anticipated period. However, when this is identified only at completion audit, it is often already too late, implementation partners have been demobilized, and the cost of supporting these households becomes higher. Regular monitoring (see section module 7.III.B., “Impact Monitoring”) well ahead of the completion audit (see module 7.III.E., “Completion Audit”) should help identify households that struggle, and timely supplemental support should be provided.
XII. CONCLUSION: DO’S AND DON’TS

Table 5.7. The Do’s and Don’ts of Livelihood Restoration

<table>
<thead>
<tr>
<th>Do’s</th>
<th>Don’ts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create links with government and nongovernmental initiatives targeting the same groups, the same area, and similar activities</td>
<td>Work in isolation from other, similar initiatives</td>
</tr>
<tr>
<td>Create links with the project procurement needs</td>
<td>Use unproven techniques</td>
</tr>
<tr>
<td>Create links with the project community development strategy</td>
<td>Expect traditional subsistence farmers to quickly embrace new techniques or completely change their activity</td>
</tr>
<tr>
<td>Adopt an individualized approach to livelihood restoration, particularly where numbers of affected persons are small</td>
<td>Expect results over a short period of time</td>
</tr>
<tr>
<td>Develop a sound exit strategy during the planning stage and communicate up front that the transition support will have an end</td>
<td>Miss the increase in risks entailed by more intensive activities</td>
</tr>
<tr>
<td>Start early, possibly even before the displacement takes place, to test methods and win goodwill</td>
<td>Miss gender-specific livelihood streams and provide only for the training and support needs of male affected persons</td>
</tr>
<tr>
<td>Define completion objectives clearly per the RAP</td>
<td></td>
</tr>
<tr>
<td>Look at gender implications of proposed livelihood-restoration activities</td>
<td></td>
</tr>
</tbody>
</table>
MODULE 6: IMPLEMENTATION

I. OBJECTIVES AND TASKS OF THE IMPLEMENTATION PHASE

391. While many projects invest significant resources in planning land acquisition and resettlement, it is as important to resource and budget the implementation phase adequately, even though project permits and finance have typically already been secured.

392. Key tasks in the implementation phase include the following:

- **Task 1**: Define compensation entitlements for each affected household and obtain sign-off.
  - Process compensation entitlements for each affected entity (households, businesses, communities) based on the data gathered in the asset survey.
  - Negotiate and formalize compensation agreements with each affected household and obtain sign-off.

- **Task 2**: Deliver entitlements:
  - **Physical Displacement**: Prepare resettlement sites and replacement housing, including procurement, construction, supervision, and commissioning; Organize moves to resettlement housing; Organize demolition of structures in original settlement areas, with provision for salvaging of materials by affected persons; Hand over resettlement sites and structures.
  - **Economic Displacement**: Deliver compensation entitlements, including both in-cash and in-kind compensation.

- **Task 3**: Organize and implement livelihood restoration activities (see Module 5, “Livelihood Restoration and Improvement”);

- **Task 4**: Organize and implement monitoring and evaluation (see Module 7, “Monitoring and Evaluation”).

II. CHALLENGES AND SUCCESS FACTORS OF THE IMPLEMENTATION PHASE

393. Poor implementation may result in increased stress on impacted households, grievances, delays in accessing land and constructing the project, increased costs, and tension and conflict, which can lead to litigation and reputational harm, among others.

394. Success factors in the implementation phase include the following:

- **Adequate resourcing** of the resettlement implementation team in terms of staff and equipment.

- **Good, solution-orientated, continuous interaction with the project design and construction team** to ensure alignment of schedules between resettlement and compensation, on the one hand, and project construction, on the other.

- **Realistic scheduling** to allow sufficient time for resettlement to avoid delays to the project and stress on impacted households.

- **Easy access to baseline data, particularly asset data**, so that valuation and compensation information is readily available, grievances can be processed swiftly, and sign-off and compensation procedures can be registered and implemented easily and quickly.
• Thorough internal (across project teams) and external communication of the resettlement and compensation process with both internal and external stakeholders.

• Adequate contracting and technical supervision processes for construction of the resettlement housing, with appropriate quality control.

• Proactive and thorough planning of the handover of resettlement infrastructure to local government.

• Provision of transitional support, particularly to vulnerable people.

• Proactive and thorough planning of the start-up of livelihood-restoration activities to avoid income and food shortages after resettlement.

395. RAP implementation requires the mobilization of experienced managers and staff to ensure that the objectives are met and the standard of living of the impacted households is restored or improved. Resettlement is a complex process, even for a small number of households, and requires adaptive management, including contingencies, so that resources are available to resolve unforeseen problems.

III. TASK 1: DEFINING COMPENSATION AND RESETTLEMENT ENTITILEMENTS AND OBTAINING SIGN-OFF

396. Key steps in defining compensation and resettlement entitlements are as follows:

• Obtain overall agreement from the affected community on compensation rates and resettlement entitlements during the RAP negotiations. This will typically involve the following:
  o Presentations of resettlement entitlements to the resettlement committee, which may require several discussion sessions; visits to resettlement sites; visits to model or demonstration housing or similar housing built elsewhere; provision of details on allowances and cash compensation calculation and rates (for example, a GLAC); and so forth
  o Discussions in focus groups to refine details of entitlements, particularly in terms of house design and resettlement site community infrastructure (for example, water, electricity, sanitation, and community facilities)

• Establish an asset database (refer to module 4, “Baseline Data Collection”) to produce clear and understandable asset summaries for each household, with photographs, outlining the breakdown of assets recorded in the surveys, including land (arable, non-arable, pasture, and residential), crop area/count, type and maturity, house size and materials, and data on other assets with photos and maps where appropriate. An example of such a summary is provided in appendix E, “Example of an Asset Sheet.”

• Give the owners of the assets an opportunity to verify asset data, with an appropriate review time (for example, two weeks). The format of asset summaries should be explained to each individual, household, or enterprise affected to facilitate the verification process. At this stage, households, individuals, and enterprises affected can be given the opportunity to call on an independent expert to verify their asset information.

• Provide access to the GM in case any discrepancies are noted between the proposed asset summary and the affected landowners’ claims. Verify asset surveys (including field verifications if needed) and address grievances accordingly.
• Obtain sign-off of the verified asset summary (obtain a thumbprint if the household member cannot write), with a witness signing as well (for example: local chief or elder, representative of local authority, or independent third party as appropriate).

• Prepare a template compensation agreement that both meets national legal requirements and is written in a simple, easily understandable manner. Avoid complicated legal language and lengthy clauses or disclaimers of limited practical significance. In countries with more than one official language, use the recognized language for the area (or possibly use bilingual agreements if necessary). An example of a compensation agreement is provided in appendix F, "Example of a Compensation Agreement."

• Explain the details of the compensation agreement to the relevant resettlement or community committee and amend if warranted.

• Apply the entitlement matrix, including in-kind and in-cash compensation entitlements and rates, to the assets of each household, community, or enterprise to determine the overall package of resettlement benefits, cash compensation, and livelihood-restoration benefits the household, business, or community will receive.

• Generate household level compensation agreements. Where displacement is significant, the compensation database should be designed to generate these compensation agreements in an automated manner.

• Provide individual compensation agreements to affected households, communities, and enterprises for review. Allow a reasonable review time (for example two weeks). At this stage again, households, individuals, and enterprises affected can be given the opportunity to call an independent expert to verify the valuation and overall compensation entitlements.

• Explain compensation agreements to each affected household. Presentations should consider the following:
  o Where options are given (between different sites, between different types of houses, and so forth), guide both spouses and any other decision makers in the family through these options so that they make a fully informed decision.
  o Use visual illustrations of resettlement housing where several housing options are available, and wherever possible provide model houses and apartments for affected persons to make a fully informed decision. Ensure that both spouses access relevant information.
  o Explain to both spouses any additional allowances, such as for transport, moving, or disturbance, together with any conditions attached.

• Obtain household sign-off on these entitlements after a reasonable review period of a minimum of two weeks. Ensure that spouse agreement is at least expressed if not formalized by a signature.

• Digitally scan signed asset summaries and signed agreements and record them in the resettlement database.

• Make sure that the process is inclusive and understandable to people with lower levels of literacy (for example, provide detailed verbal explanations in the local language, or illustrations, at each relevant step).

• Provide specific measures (such as dedicated individual visits at home and detailed explanations in the local language) for vulnerable people such as the elderly or disabled.
• Ensure that women are equally involved with men in the asset survey, verification, and sign-off processes and fully participate in planning and decision making around the compensation and resettlement issues. Unless explicitly not permitted under national legislation, ensure that signatures on compensation agreements are received from both spouses and ensure the female spouse receives all explanations relevant to her decision and signature. Address the specific case of polygamous households if relevant.

397. It is useful to prepare a Guide to Land Acquisition and Compensation/Resettlement in advance of the preceding exercise so that households can understand what rates they will be paid and what resettlement benefits they will receive.

398. On smaller projects, or where displacement impacts are benign (in the case of some linear projects, for example), some of the steps can be combined. For instance, the asset summary and compensation agreement can be combined in a single document and a single step.

399. This exercise is very resource intensive, as it requires considerable interaction between the project and affected persons, both at community and individual levels. It is therefore important that it should be adequately resourced.

400. Having a thorough operational household and asset database is also a key success factor of this task. Projects should consider developing or acquiring dedicated IT systems that can process asset and social surveys, generate asset summaries and compensation agreements automatically, and archive all relevant legal information (such as signed agreements, signed receipts of payments, and the like). These systems also typically enable logging and monitoring of grievances, and in the most sophisticated versions are supported by useful mapping utilities. Several companies offer such systems, which will facilitate implementation of the land-acquisition process in a timely and transparent manner. However, they typically require some adaptation to the specificities of the project (particularly the entitlement matrix). If such systems are implemented, staff should be trained, and security of access should be carefully managed. For projects that displace less than 100 households, using commercial software is usually sufficient.

401. Being gender sensitive at this stage is not only about the formality of obtaining spouse agreement. Some difficult situations may arise that need to be considered in a gender-sensitive manner, as in the example in box 6.1.

**Box 6.1. A Gender Issue at Implementation Phase**

In a mining project in West Africa, it was found at sign-off stage that the male owner of a structure identified one year before at the census stage had passed away. The household as surveyed had also included his wife of a second marriage and a number of minor children from his marriages with both the first and second wives. The adult elder son of the first wife, who did not live there, then produced to the resettlement team an inheritance certificate according to which he was the sole inheritor of his father’s assets. As he did not live in the village any longer, he claimed cash compensation to be able to strengthen his business in the capital city. However, this would have left the second wife and her children homeless. A mediation was attempted with the help of the local authorities and the resettlement committee, to little effect. The project eventually provided cash compensation to the son as his inheritance certificate was legally sound. However, in addition, with the agreement of the resettlement committee and the local authority, the project provided a resettlement house of the simplest model to the second wife, so that she and her children would not become homeless, as well as the associated moving allowance.
IV. Task 2A (Physical Displacement): Preparing Resettlement Sites and Building Replacement Housing

402. Site development and house design are very context specific, and therefore focus is placed on providing guidance on principles rather than on the details of design. Emphasis is placed on the following aspects of the process:

- Models for organizing site development and housing construction
- Participatory design of dwellings
- Procurement process
- Detailed design process and bidding documents
- Supervision and commissioning

A. Models for Organizing Site Development and Housing Construction

403. Different models for resettlement site development and housing construction can be used:

- Self-relocation and self-build, whereby affected households receive cash compensation and either identify and purchase a replacement property or build a replacement house themselves
- Project-organized relocation with self-build of houses, whereby the project develops one or several resettlement sites, with affected households building houses themselves on these sites
- Project-organized relocation and project-organized construction of houses

404. Table 6.1 describes the advantages and disadvantages of each of these models.

405. In the latter two models, more or less priority can be given to local procurement and community participation of affected and host communities, depending on local skills and overall construction schedule. To maximize opportunities associated with construction for local communities and businesses, the following should be considered:

- What are the local skills available, and are there existing local businesses that can support the construction process?
- Are there risks arising from local procurement with respect to health and safety, construction quality, and delivery schedule?
- What training and support can be offered to local businesses to enable them to meet project requirements and building standards?

406. Construction schedules should be reasonable to avoid construction defects (for example, leaking roofs, defective plumbing, and cracked walls), which tend to multiply when construction is rushed. In many areas, seasonal and climatic constraints have to be considered (cold winters or a rainy season).

### Table 6.1. Comparison of Site Development and House Construction Models

<table>
<thead>
<tr>
<th>Model</th>
<th>Description</th>
<th>Advantages</th>
<th>Disadvantages</th>
<th>Key conditions for success</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-relocation and self-build</td>
<td>Payment of cash to the affected households to construct or purchase their own replacement dwelling at a location of their choice</td>
<td>Smallest organizational burden on the project</td>
<td>Some households can make unwise investment decisions and end up in substandard accommodation or even no accommodation at all.</td>
<td>Provide technical assistance at household level for site selection, house planning and design, construction permit, and works supervision and commissioning.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Usually cheaper for project</td>
<td>In remote areas, supply of construction materials can be problematic and may result in shortages or inflation.</td>
<td>Make sure that there is sufficient construction capacity and skills locally.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Can be quick depending on context</td>
<td>Quality control and construction standard compliance are more difficult to manage and ensure.</td>
<td>Pay compensation in installments as construction progresses.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Can be beneficial to small local contractors</td>
<td>May have detrimental gender impacts (women and children becoming homeless if the male head of household misuses the cash compensation).</td>
<td>Consider using certified material retailers selling building materials at agreed prices to minimize shortage and inflation risks.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Results in fewer housing-related grievances</td>
<td>Vulnerable people may find it difficult to reconstruct their houses themselves.</td>
<td>Consider introducing contractor certification to ensure quality.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Housing can be tailored to each household’s needs</td>
<td>There are potential building permit issues.</td>
<td>Look into gender implications and risks (what safeguards are needed for women and children).</td>
</tr>
<tr>
<td></td>
<td>Not applicable to apartment blocks</td>
<td></td>
<td></td>
<td>Ensure that vulnerable people are adequately assisted to build their houses, or that the project will build for them.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Ensure that affected persons are helped to secure building permits.</td>
</tr>
<tr>
<td>Model</td>
<td>Description</td>
<td>Advantages</td>
<td>Disadvantages</td>
<td>Key conditions for success</td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Project-organized relocation with self-build</td>
<td>Provision of a plot in a planned project developed resettlement site where the household self-builds its own house or employs a contractor to build the house</td>
<td>Same as above &lt;br&gt;Can provide a solution where residential plots are difficult for affected persons to identify and acquire</td>
<td>Same as above</td>
<td>Same as above</td>
</tr>
<tr>
<td>Project-organized relocation and project-organized construction</td>
<td>Development of a resettlement site where houses are constructed, with or without the participation of the impacted households &lt;br&gt;Required for apartment blocks</td>
<td>Usually results in better quality and more sustainable housing &lt;br&gt;Usually results in better occupational health and safety performance at the worksite</td>
<td>Complex to plan and organize &lt;br&gt;Typically costly, particularly if a short timeline requires use of large contracting firms with high mobilization costs &lt;br&gt;Requires standardized houses, hence less scope for tailoring houses to household needs &lt;br&gt;May exclude local contractors unless contracts are unbundled into smaller lots</td>
<td>Devise sound procurement strategy to minimize cost and enhance local contractor participation and skills. &lt;br&gt;Avoid construction technology that is unproven in local conditions. &lt;br&gt;Provide for construction of a model house as part of the consultation and information exercise. &lt;br&gt;Consider modular design for easy addition of supplemental rooms.</td>
</tr>
</tbody>
</table>
B. Participatory Design of Dwellings

407. It can be challenging to get feedback on proposed house design options, as affected persons may find it difficult to read and understand design documents such as maps and plans. Notions of volume and area can sometimes be distorted, and using numbers is not a great help in communities with limited proficiency. Using models and, even better, real-size model houses is a great help and must be considered for any project involving significant physical relocation.

408. As it is difficult to discuss technical aspects such as the location or size of kitchens with a whole community, the use of focus groups is recommended if such groups represents a cross-section of the affected community and discussions address the needs of different groups in the community, including vulnerable and marginalized groups such as women, the youth, the elderly, and physically impaired people.

409. Beyond the house size and general layout, some specific aspects will need special attention and discussion with affected persons, particularly the following:

- **Ventilation and temperature cooling**: Resettlement often involves a shift from traditional building materials (for example earth walls and thatch roofs) to modern ones (concrete walls and metallic roofs), and in warm climates this shift could result in much warmer houses that cause discomfort to residents if no proper attention is paid to thermal insulation (ceilings) and ventilation (this usually requires specialist advice).

- **Heating**: In cold climates, this can become a very significant expense if structures and systems are not properly designed and if the thermal performance of the building is poor. Also, where displaced people’s houses were previously heated from a municipal centralized system (common in former Soviet states), shifting to individual heaters may be problematic, for economic and technical reasons (cost increase and lack of technical experience with individual heating systems).

- **Bedroom layouts**: The arrangement of bedrooms in the house must accommodate the respective needs of men, women, and children. Changing the way people organize their sleeping space may have strong cultural and gender implications.

- **Domestic shrines**: In some cultures, the house design will need to accommodate a dedicated space for one of these.

- **Kitchens**: Their design often has a strong economic, practical, and cultural significance for women:
  - Outside or inside kitchens, the selection of cooking fuel, the position women adopt to cook, the specific requirements of the preparation of certain dishes (for example, pounding), and access to water in relation to cooking are all important design factors must be discussed with women.
  - Sometimes, particularly where women tend to cook outside of the main building, it may be better to leave it to the residents to design and build their kitchens. If this is the case, it must be accommodated in the compensation amounts as well as in the moving schedule.

- **Bathrooms and toilets**:
  - This again often has more significance for women and should be mainly discussed with them.
Privacy and visibility are important cultural and gender factors that should be understood when proposing the design and location of toilets, particularly where these are proposed to be located outside of the main house (for example, dry latrines).

Accessibility and affordability of a private water source or connection is a key factor of bathroom and toilet design. Where a private water connection will not be accessible and affordable in the long term, proposing a bathroom with running water and flush toilets makes little sense.

Effluent disposal is an important factor of design and location. Is it technically possible and permissible to dispose of effluent in situ (for example, septic tank and drain), and what are the related plot size and soil characteristics, or should a reticulated sewerage system be considered, which may have cost implications at construction and operations stages? If the latter, what is the final disposal option and is it acceptable from an environmental perspective?

Accessibility of elderly and disabled people to bathrooms and toilets must be discussed with communities, households, and the affected individuals.

Where dry latrines are considered for toilets, they should not be used as shower areas, as this negatively impacts their life span. A separate showering area should be built, with proper drainage to avoid sanitary hazards.

There has been abundant work on hygiene and sanitation techniques in many countries, and this experience should be used. Poor bathroom and toilet design can generate many complaints and much discomfort for residents of resettlement housing.

- **Outside space**: Verandahs, yards, and balconies can be important to social and family life in many cultural contexts. Sometimes an outside prayer space or a dedicated location for a family shrine should also be accommodated. Shade is an important factor of design of outside space, and the planting of shade trees should be planned well in advance.

- **Fences**: Whether each land plot should be fenced or not should be discussed with the affected community and individual households ahead of the move. It may be more convenient to compensate such features as fences in cash so that affected persons can build them themselves, using traditional materials. If this is the case, compensation should be accommodated both in the cash moving allowance and in the moving schedule.

- **Storage space**: A rural way of life often requires significant storage space (for grain, fruit or potato, forage, animals, agricultural equipment, and so forth). Size and location of this storage space (granaries, sheds) must be discussed with the affected community and individual households in focus groups and household interviews so that mutually acceptable solutions are found and agreed.

- **Parking space**: This may be important in urban and suburban settings and may be paramount to certain livelihoods (for example, cab, minivan, and truck drivers).

- **Commercial space**: This may be needed, particularly where the establishment of small enterprises is envisioned by the livelihood-restoration strategy.

**C. Procurement of Construction and Implications for Local Procurement and Hiring**

410. The development of a greenfield resettlement site usually involves significant earthmoving and other works and will typically have to be allocated to sizable contractors with the ability to mobilize heavy equipment and associated staff. This will require both unskilled and skilled work and can provide opportunities for local employment, including the recruitment of PAPs themselves.
411. Building of individual houses provides interesting opportunities for local subcontracting, capacity building, and local employment. Two main procurement options can be considered:

- One turnkey contractor for all housing, with potential subcontracting of smaller lots to local enterprises (either smaller batches of houses or specific pieces of work, for example, foundations, roofs, electricity, plumbing, and so forth)
- Several smaller contractors being allocated batches of houses on a turnkey basis and working concurrently at the resettlement site, potentially with support from the client (see box 6.2).

412. Community infrastructure (schools and clinics, water and electricity supply) can be contracted separately (often preferable for scheduling reasons) or as part of one of the main contracts.

413. Where apartment blocks are to be built, this usually requires a sizable turnkey contractor, with certain components of the work potentially subcontracted (for example, plumbing, electricity, or roofing). This is more demanding from an occupational health and safety perspective than building individual houses, which also advocates for the use of experienced contractors.

D. Detailed Design Process and Bidding Documents

414. Once key design principles (such as size of dwellings, number of rooms, level of finish, heating systems, cooking systems, location of bathrooms and toilets, and so forth) have been decided in a participatory manner, detailed bidding documents must be developed. The following factors should be considered in this process:

- Bidding documents should be developed by national consultants with experience in local building standards (for example, fire and electrical safety, heating, seismic requirements, and so forth) and in building materials and techniques available locally. Local construction standards can be complex and differ significantly from those applying in the country of origin of the project sponsor; local specialists are needed. Otherwise, securing building permits may be a long process.
- Consistent with good industry practice, the PSs should apply to resettlement construction work and should be included as part of applicable standards in the bidding documents, particularly IFC PS2 and PS4.
- Similarly, environmental issues at construction sites (for example, run-off water and erosion management, postearthmoving reinstatement, and construction waste management) should be addressed to conform with the PSs. Guarantee periods required of building contractors should be in line with national standards and no less than two years.
- Selection of the successful bidder should give adequate weight to contractor experience and reference, and to quality assurance systems.
Box 6.2. Newmont Ghana Resettlement House Construction

Ahafo South mine, Ghana

Newmont Ghana Gold Limited implemented a “local-local” contractor policy for the construction of the resettlement houses for its Amoma expansion project at the Ahafo South Mine in Ghana. Thirteen local contractors were assisted by Newmont’s Local Business Support Unit to prepare tenders for the construction process. Once the tenders were submitted Newmont negotiated a fixed-price contract for the resettlement house construction with the local contractors. Each contractor was allocated one house each to construct. Those contractors that were deemed to have a lower capacity were allocated resettlement houses to construct which were not on the critical path of the mine construction schedule, so that any delays would not slow down the project. Newmont established a block making yard and engaged a local contractor to make all the blocks for the resettlement houses using local labor. Newmont engaged construction managers to oversee the local contractors’ work and to ensure standards were maintained. Newmont bulk purchased all building materials in order to keep costs down and then allocated these to the local contractors. Those contractors that completed their houses to the required standard were then allocated additional houses, rewarding the best-performing companies. Newmont constructed a market area on the resettlement construction site which allowed local women to earn an income from preparing and selling food to the workers. The contractors were required to use labor from Newmont’s local labor pool. Each mine area village was allocated an employment quota and ballots were held for each round of employment opportunities to ensure a fair process. Using this model, Newmont has maximized the local labor involvement in the resettlement construction process while meeting international standards.

E. Supervision, Commissioning, and Guarantee

415. Construction of resettlement housing must be properly supervised by experienced, onsite building supervisors. This is particularly the case where small local contractors are used; they may require significant support and supervision. Resettlement committees should be given the opportunity to visit the construction site at regular intervals.

416. Commissioning is the verification at the end of construction that completed work complies with standards and specifications in the bidding documents. Experience in developing countries indicates that the following should be given particular attention during work supervision and commissioning:

- Quality of foundations, materials, and concrete
- Electrical safety
- Quality of carpentry, roofing materials, and the installation of those materials
- Quality of plumbing and fittings
- Quality of heating systems (where applicable) and their compliance with standards (particularly but not only ventilation)

F. Summary

417. Table 6.2 shows key factors to consider when preparing resettlement sites and building resettlement dwellings.
Table 6.2. Factors in Preparing Resettlement Sites and Building Resettlement Housing

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
</table>
| Procurement and construction    | Make sure that buildings meet applicable national standards and use experienced national consultants to achieve this.  
                                              Develop the procurement strategy during preparation of the RAP.  
                                              Consider unbundling the works into smaller lots to maximize local procurement.  
                                              Consider associating small local contractors as subcontractors to a larger turnkey contractor to build capacity.  
                                              Provide assistance to smaller contractors in the form of technical supervision, assistance in procuring building materials, and administrative support.  
                                              Maximize local employment, including PAPs.  
                                              Seek compliance with IFC’s labor, occupational health and safety, environmental, and community safety requirements (PS2 and PS4). |
| Supervision                     | Ensure close technical supervision by construction specialists with regular presence at worksite.  
                                              Check quality of materials and concrete.  
                                              Check compliance to standards.  
                                              Check quality of foundations.  
                                              Check electrical safety and all other relevant technical aspects.  
                                              Make sure that resettlement committees visit the site(s) at regular intervals.  
                                              Involve relocated households in the monitoring the construction process so that they have a role in ensuring the quality of building and are willing to take over their new houses and accept responsibility for maintenance. |
| Commissioning and guarantee     | Establish an inspection and commissioning procedure with lists to review all aspects of the work.  
                                              Make sure that any gaps identified during the commissioning inspection are addressed and fixed before affected persons move into their new dwelling.  
                                              Put in place a procedure to log and review with PAPs and the contractor(s) all grievances pertaining to technical defects occurring during the guarantee period.  
                                              Ensure that technical defects for which the contractor is found liable are fixed before the end of the guarantee period. |
V. TASK 2B (PHYSICAL DISPLACEMENT): ORGANIZING MOVES

418. The move will typically involve handing over the keys to houses or apartments and the associated administrative and legal procedures, plus organizing the moving process. Steps and factors to consider are presented in table 6.3.

Table 6.3. Factors in Organizing Moves

<table>
<thead>
<tr>
<th>Handover of resettlement housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Involve relocated households in monitoring the construction process so that there is no surprise at the time of handover and move.</td>
</tr>
<tr>
<td>Provide an opportunity for affected households to conduct an inspection once the house has been constructed and compile a list of any final adjustments and improvements that need to be made prior to the handover.</td>
</tr>
<tr>
<td>Once these issues have been addressed, obtain sign-off of a final inspection form confirming agreement that the house meets the agreed standards.</td>
</tr>
<tr>
<td>Ensure that this form is signed off by a witness such as government, community, and project representatives.</td>
</tr>
<tr>
<td>Hand over keys and any relevant technical documentation as well as a tentative allocation certificate established to allow further application for a title (the final ownership title will typically not be available at the time of move—see section IX, “Other Important Elements of the Implementation Stage” of this module).</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Move</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan the timing of physical moves to ensure minimal disruption to the communities in terms of seasonal farming cycles, school year, disruption to businesses, and access to employment.</td>
</tr>
<tr>
<td>Plan the move over a relatively short period to maintain social cohesion.</td>
</tr>
<tr>
<td>Provide resettling families with advance notice of relocation dates so that they can prepare their belongings.</td>
</tr>
<tr>
<td>Engage the affected community through their committees on plot allocation within the resettlement site (by lottery or otherwise) to allow relatives and friends to group together and resettle in the same part of the site.</td>
</tr>
<tr>
<td>Subject to consultation outcomes, consider giving preference to businesses to relocate in the main market streets and time their move with the majority of the community so that they can maintain their customer base.</td>
</tr>
<tr>
<td>Provide resettlers with a disturbance or settling-in allowance to assist them to buy the basics for their new house, help reduce stress, establish subscriptions to utilities, update identification documents, and build goodwill.</td>
</tr>
<tr>
<td>Engage project-affected persons and the host community in choosing the date(s) of moving. Moves are typically organized in several successive waves so that assistance can be provided as moves take place.</td>
</tr>
<tr>
<td>Do not move households until the supporting community infrastructure, including roads, drainage, water, education, health, and so forth, are substantially in place.</td>
</tr>
</tbody>
</table>
Provide assistance to enable resettlers to move to the new site. Provide vehicles to transport household belongings and salvaged assets to the new house and a team to assist with loading and unloading, who should be locally employed people, preferably PAPs.

Provide additional assistance to vulnerable people in the process of salvaging their materials from old houses, reregistering their new address with authorities, and obtaining new identity documents, establishing subscriptions with utility companies, and so forth.

Consider having medical services on hand during the moving process to support any resettlers who have chronic illnesses or otherwise require medical attention.

Involve local people who have local knowledge and good relationships with the PAPs in the transportation process and in the relocation teams, as they will be more sensitive to local attachments to the place and enable people to move at their own pace.

Engage with any households that may be reluctant to move and alleviate their concerns, using third-party mediation where appropriate.

Ensure that there is a process to celebrate, formally open the resettlement site, and welcome the resettlers to the area. This will help to establish connections between the host community and resettlers and may take various forms depending on the cultural context.

419. Before and during the move, it is important to start building relationships between the resettlers and the host community. This can be done by developing joint programs involving social, religious-cultural, sports, and business activities to foster partnerships between the two groups. These activities will demonstrate to the host communities that there are benefits to welcoming the resettlers, and they will promote a faster integration process.

VI. TASK 2C (PHYSICAL DISPLACEMENT): SALVAGE AND DEMOLITION

420. Key steps and factors to consider are presented in table 6.4.

Table 6.4. Factors in Salvage and Demolition

| Salvage | In consultation with the affected community, develop a salvaging policy. The policy should articulate whether it is permissible and over what duration, taking into account relevant legislation and regulations. In expropriation, the State mandate that materials of expropriated properties become the property of the State. Communicate the salvaging policy clearly to resettling households. Where feasible, permit resettlers to salvage materials from their houses before demolition and provide transportation for these materials to the resettlement site. Ensure that reasonable safety and environmental provisions are in place during salvaging. Where salvage is permitted, provide support to vulnerable households. |
Demolition

If there is a risk of squatting by newcomers in vacated houses, consider demolishing structures quickly, possibly as each resettled household is moved.

When there will be a long time between the start and end of relocation, consider delaying demolition to avoid having the remaining households living in the middle of a demolition site. Access to houses may need to be restricted by boarding up doors and windows.

Where houses are demolished, remove all debris to make the site safe.

Ensure that demolition and disposal of demolition waste take place in conformity with reasonable occupational health and safety and environmental standards, particularly where hazardous materials may be found (for example, asbestos-containing materials).

VII. TASK 2D (PHYSICAL DISPLACEMENT): HANDOVER OF RESETTLEMENT SITES AND/OR APARTMENT BUILDINGS

421. It is a common problem in resettlement that the long-term management and maintenance of infrastructure such as water supplies and sanitation, access roads, and education and health facilities is not adequately planned and managed. This usually involves government and/or municipal agencies that need to be engaged well ahead of the move, during the planning process and early implementation phase (see table 6.5). For convenience and consistency, the discussion of handover issues has been placed in this Implementation module. However, it is important to note that many of these elements are actually relevant to both the planning and implementation phases.

Table 6.5. Factors in the Handover of Resettlement Sites and Apartment Blocks

<table>
<thead>
<tr>
<th>In the planning and implementation stages</th>
<th>Involve agencies (state and municipal) that will be expected to manage the infrastructure and services in the planning and design process, possibly through a handover committee.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Comply with the requirements of government agencies with regard to design and operations.</td>
</tr>
<tr>
<td></td>
<td>Seek from these agencies clear and formalized commitments to provide full resources for education and health facilities (for example, staff, maintenance of facilities, recurrent costs, inputs such as school books and supplies, medicine and fuel, and so forth).</td>
</tr>
<tr>
<td></td>
<td>Establish a handover committee comprising community representatives (resettler and host communities), government, and project representatives as of the planning stage.</td>
</tr>
<tr>
<td></td>
<td>Involve the handover committee in selecting the resettlement site, agreeing on the physical infrastructure, and defining management and maintenance requirements.</td>
</tr>
<tr>
<td></td>
<td>Verify that budgets have been put in place at the adequate level of government (central, regional, or local as needed).</td>
</tr>
<tr>
<td></td>
<td>Where communities depended on free access to communal resources such as wells, springs, or rivers for water; local woody vegetation for firewood; and</td>
</tr>
</tbody>
</table>
local disposal of waste, assess willingness to pay for water, fuel, and waste disposal if these resources and facilities will no longer be freely accessible.

Where communities will have to take responsibility for water supply or solid waste collection, assess capacity to manage these services and provide capacity-building support where required.

Seek specific and appropriate arrangements for vulnerable people to pay for services.

Consider gender aspects of service delivery and management (for example, water supply is often best managed by women).

**In the implementation stage**

- Develop formal memorandums of understanding for the handover of each major element of infrastructure between the project and the responsible government or municipal agency, approved and witnessed by all members of the handover committee.
- Establish a management committee at the resettlement sites to take care of waste management, water supply, and associated cost recovery.
- Communicate clearly on fees, ongoing maintenance activities, organizational systems and processes, and any constraints.
- Consider initial subsidization of user fees, with a clear exit strategy.

422. In apartment blocks, collective space needs collective management of tasks (for example, cleaning and lighting, security). Where the height of the buildings requires lifts, this makes collective management even more complex. Box 6.3 provides an example of establishing a collective management organization in such complex apartment buildings.

**Box 6.3. Establishing Condominiums for Building Management**

**Zvartnots International Airport project, Armenia**

As part of the expansion and reconstruction of Zvartnots International Airport at Yerevan, the capital of Armenia, all residential properties within the Airport perimeter were to be removed to conform with the terms of the Concession and international airport safety practices. This required the demolition of four Soviet-era buildings, with a total of about 170 households (510 people) needing to be displaced as a result. More than half of the households were rent-free occupants of 10–20sqm rooms in two government owned hostels. For many years these families endured living in rundown buildings which were in a state of significant disrepair with no heating facilities, sharing common toilets and kitchen facilities. A smaller group of households, who had titles, were resident in two soviet-era apartment buildings. After extensive consultations which spanned over 3 years, the project sponsor (Armenia International Airports (AIA)) decided to finance from its own funds, the design and construction of 6 apartment blocks to resettle all affected households in the Malatya Sebastya district of Yerevan. AIA allocated $17.5 million of its internally generated funds to undertake the relocation project, which was equivalent to approximately 10% of the total project construction cost ($166.75 million). In accordance with the Resettlement Action Plan agreed with the project lenders (European Bank for Reconstruction and Development, Asian Development Bank and Deutsche Investitions- und Entwicklungsgesellschaft (DEG), 96 nontitled households were given, free of charge, 1–2 bedroom apartments with a minimum size of 40sqm for a family with 1–3 members; 50 sqm for a family with 4 or more members; and 64 sqm for those who have occupied two rooms of more than 20sqm. In addition, 67 titled households were given, free of charge,
apartments of 67 sqm, 80 sqm, 100 sqm, which were bigger than the apartments that families were occupying. The resettlement of all households came with titles of ownership under the names of all family members thereby not only improving their living conditions but also giving, to those who had previously been non-titled occupiers, legal tenure to the condominium property.

The actual move took place in two waves (December 2014 and December 2015). AIA also agreed with the project lenders to provide support to the resettled community during and after the move and help them to take over responsibility for the management and maintenance of the new buildings, including lift maintenance, cleaning of collective spaces and so on. This was particularly challenging as the household-incurred costs of the old buildings had been minimal. To support the householders’ adjustment to the new facilities AIA therefore also agreed to provide a 15-month grace period from the date of the move, during which time it would continue to manage maintenance and related payments. The resettled households were expected to assume full responsibility by the end of the grace period. A team of consultants, funded by DEG Business Support Services (BSS), provided technical and legal support for about two and a half years, helping the resettled community establish two condominiums in accordance with Armenian law, preparing their by-laws and operational procedures (budgeting, general assemblies, documentation, fee collection, record keeping, accountability and transparency mechanisms, and so forth). Contracts were established with specialists for lift maintenance and part-time employees were hired for general management, cleaning and record-keeping, and some improvements were made (such as a playground for children). Meanwhile, some of the associated infrastructure (access roads) built by the project sponsor was transferred to the responsibility of the Municipality for maintenance. By the end of the program, the vast majority of households were paying the required community fee. Importantly, retail spaces established on the ground floor were transferred to Condominium ownership and were rented out which allowed a regular stream of income. In addition, one of the Condominiums also signed an agreement with a cell phone company for them to establish an antenna on one of the roofs, also generating regular rental income.
VIII. TASK 2E (ECONOMIC DISPLACEMENT): DELIVERING COMPENSATION ENTITLEMENTS

423. Key steps and factors to consider are presented in table 6.6.

Table 6.6. Delivering Cash Compensation—Key Factors

<table>
<thead>
<tr>
<th>Payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ascertain identity of entitled individuals, using biometric identification if possible or reliable official identity documents (passports, identify cards, electoral cards, birth certificates). Where identity cannot be ascertained, require presence of several witnesses, including administrative officers and/or community elders, and obtain their sign-off.</td>
</tr>
<tr>
<td>Pay cash compensation by check or bank transfer wherever possible. Encourage affected persons to open bank accounts. Where the bank system is not perceived as reliable by affected persons, seek to educate them to the benefits of banking. Consider using Micro-Finance Institutions where these may be beneficial to affected persons in the long term.</td>
</tr>
<tr>
<td>Seek the cooperation of a reliable bank in the payment process. Consider banks with local presence and a good track record. Once one or several banks have been selected, work with them to streamline the payment process and sensitize employees to the specific needs of affected persons. Require the bank to open a specific window for affected persons at the periods payments are made. Monitor the payment process at the bank to check that no incidents are taking place.</td>
</tr>
<tr>
<td>Introduce training to cash and budget management where significant amounts are paid in cash to people that may be unfamiliar with the management of such amounts. This can be done by banks or microfinance institutions, as well as consumer associations or similar civil society organizations.</td>
</tr>
<tr>
<td>Consider paying cash compensation in installments where this is acceptable to affected persons and makes sense from a cash utilization perspective</td>
</tr>
</tbody>
</table>

IX. OTHER IMPORTANT ELEMENTS OF THE IMPLEMENTATION STAGE

A. Security of Tenure

424. PS5 and other similar international standards require that resettlers be provided with adequate security of tenure. Activities required at the planning stage to achieve this objective are described in module 2.VII.B., “Security of Tenure”.

425. A resettlement site offers security of tenure if it protects, to the greatest extent possible, the resettled persons from forced evictions. Obtaining a full title can be a lengthy and cumbersome process in many jurisdictions. This process will typically be handled by a government land agency with which the project may have limited leverage. However, it remains the responsibility of the project that no burden occurs to affected persons as a result of resettlement, and the project should therefore facilitate the process and bear its cost (box 6.4).

426. Security of tenure can be obtained through a variety of means, depending on the local land legislation and the context (for example, rural land with customary ownership being predominant):
• A perpetual ownership title is the ideal outcome, but it is not always achievable for legal or practical reasons.

• A long-term, renewable lease (for example, 30 to 99 years), of which there are many legal forms depending on jurisdictions, may be the only practicable outcome, for example, in the many developing or emerging economies or countries where land is vested in the state.

• In some jurisdictions, temporary occupation permits granted by the land administration agency or municipality can constitute an interim stage in the process toward obtaining full and perpetual ownership. Attention should be paid to the duration of such permits and what happens after they expire.

• Also, the site and its residential and/or agricultural occupation should be officially sanctioned by spatial planning documents (such as municipal general plans, town plans, and regional plans).

• A variation is a situation in which the company purchases resettlement land and then hands it back to resettlers under various forms (free occupation, lease).

**Box 6.4. Security of Tenure: Factors to Consider**

| Make sure that resettlers hold a valid occupancy document for their new home prior to the move. |
| Start the process of obtaining full ownership titles or long-term leases as soon as possible (where possible, before the move or immediately thereafter). |
| Do the following pertaining to the gender and vulnerability aspects of tenure security: |
| • Consider establishing titles in the name of both spouses wherever legally possible. |
| • Review specific cases such as polygamous households. |
| • Provide extensive facilitation to vulnerable households. |
| • Provide assistance to affected persons in registering their resettlement property (for example, negotiate a one-stop process with the relevant authority, with logistical facilitation by project). |
| • Cover all costs of providing titles to resettled people, including indirect costs such as transport and time lost. (This can be done via the lump-sum distribution or moving allowance mentioned in section V., “Task 2B (Physical Displacement): Organizing Moves” of this module). |

**B. Expropriation: Practical Issues and How to Address Them**

427. Triggering expropriation on a private-sector project will usually result in a government agency taking over land acquisition according to processes and procedures set in local expropriation legislation. In such cases, PS5 mandates the following (paragraph 30):

Where land acquisition and resettlement are the responsibility of the government, the client will collaborate with the responsible government agency, to the extent permitted by the agency, to achieve outcomes that are consistent with this Performance Standard. In addition, where government capacity is limited, the client will play an active role during resettlement planning, implementation, and monitoring.
428. Most expropriation laws involve a two-stage process, which would be triggered after a first attempt by the project to reach a negotiated settlement and has failed:

- The first is an administrative stage, in which a commission of representatives of different administrations (for example, land, urban planning and housing, agriculture, and so forth) seeks to reach a negotiated agreement based on set rates usually maintained by a given governmental agency. The rates may be based on the “cadastral value” of land, usually taking account of depreciation of structures and therefore not meeting the full replacement-cost requirement. Cadastral values may not always be up-to-date or reflective of the current market.

- The second is a judiciary stage, in which the expropriation claim is processed by a judge, who would usually mandate an independent expert valuation of the property, summon a hearing of the expropriated party, and rule on (i) the validity of the expropriation for public needs and (ii) the compensation (sometimes in two separate proceedings). This first instance ruling can usually be appealed, with successive appeals potentially triggering a lengthy process. In recognition of this long process, many jurisdictions allow the expropriating agency to take possession of the property at the end of the administrative stage once the expropriated party has rejected the initial compensation offer, subject to the corresponding amount being deposited by the expropriating agency in an escrow account held by the treasury.

429. Such processes raise a number of practical issues in terms of compliance with IFC’s PS5. Details of such issues and potential actions to address them are presented in Table 6.7.

Table 6.7. Expropriation Issues and How to Address Them

<table>
<thead>
<tr>
<th>Issues</th>
<th>How issues can be addressed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Administrative stage</strong></td>
<td></td>
</tr>
<tr>
<td>Legal advice to affected persons</td>
<td>Does the expropriated party have access to legal advice?</td>
</tr>
<tr>
<td></td>
<td>Is there a risk of excessive pressure on the expropriated party to accept the proposed compensation offer?</td>
</tr>
<tr>
<td></td>
<td>Consider facilitating access to legal advice and supporting the cost, subject to this being agreeable to the government expropriating agency.</td>
</tr>
<tr>
<td>Compensation rates</td>
<td>Are rates adequate? Do they meet the PS5 full replacement cost criterion?</td>
</tr>
<tr>
<td></td>
<td>If expropriation rates are not adequate, can the project come back to its initial full replacement cost offer and settle the case on an amicable basis even after expropriation has been triggered?</td>
</tr>
<tr>
<td>Issues</td>
<td>How issues can be addressed</td>
</tr>
<tr>
<td>------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Inventory of assets</td>
<td>Are all structures and features of the property taken into consideration, even those that may be informally erected?</td>
</tr>
<tr>
<td></td>
<td>If rates offered are inadequate, can the project offer to stop the expropriation process and come back to its initial offer, or provide a top-up to ensure that compensation is at full replacement cost, even after expropriation has been triggered?</td>
</tr>
<tr>
<td>Taking possession of land</td>
<td>Can the expropriating agency take possession of the land without paying compensation if the expropriated party rejects the compensation offer made in the administrative stage?</td>
</tr>
<tr>
<td></td>
<td>Can the initial compensation offer be paid prior to taking possession of the land?</td>
</tr>
<tr>
<td></td>
<td>Can it be paid into an escrow account? What is the mechanism to retrieve compensation once the process is complete?</td>
</tr>
<tr>
<td>Project timeline</td>
<td>Is the time required for the expropriating agency to process the expropriation cases compatible with the project schedule?</td>
</tr>
<tr>
<td></td>
<td>If there is a timeline issue, consider providing support to the expropriating agency in reviewing and closing cases.</td>
</tr>
<tr>
<td>Judicial stage</td>
<td></td>
</tr>
<tr>
<td>Legal advice to affected persons</td>
<td>Does the expropriated party have easy access to legal advice?</td>
</tr>
<tr>
<td></td>
<td>Consider facilitating access to legal advice and supporting the cost.</td>
</tr>
<tr>
<td></td>
<td>Is there a risk of disproportionate pressure on the expropriated party to accept the proposed compensation offer?</td>
</tr>
<tr>
<td>Cost of independent expert valuation mandated by court</td>
<td>Who supports the cost of the independent valuation?</td>
</tr>
<tr>
<td></td>
<td>If the cost is not supported by the expropriating agency, can the project offer to support the cost?</td>
</tr>
<tr>
<td>Other cost</td>
<td>Who pays other costs, such as legal advice and transport?</td>
</tr>
<tr>
<td></td>
<td>Can the project offer to support these costs?</td>
</tr>
<tr>
<td>Compensation offer</td>
<td>Does the final compensation offer meet full replacement cost according to PS5?</td>
</tr>
<tr>
<td></td>
<td>If rates offered are inadequate, can the project offer to stop the expropriation process and come back to its initial offer, or provide a top-up to ensure that compensation is at full replacement cost, even after the judiciary process has been triggered?</td>
</tr>
</tbody>
</table>
430. Expropriation may result in protracted judicial processes in a number of jurisdictions. It is therefore in the project’s best interest to reach amicable negotiated settlements in as many cases as possible. Where expropriation is unavoidable, addressing the issues it raises per the guidance in table 6.7 will usually result in smoother processes and limit the potential for undesirable evictions (see the following section, “Evictions”).

C. Evictions

431. Avoiding any forced eviction is one of the key objectives of PS5. However, lawful eviction may sometimes become necessary if a reluctant landowner consistently refuses to vacate the land in spite of sound and fair compensation offers meeting the requirements of PS5.

432. The factors present in box 6.5 must be implemented in case lawful evictions become necessary.

**Box 6.5: Lawful Evictions: Factors and Process Steps to Consider**

<table>
<thead>
<tr>
<th>Seek to reach a reasonable agreement. Hold several engagement meetings with those involved before eviction is considered, with no pressure or coercion exerted. Achieve a full understanding of the point of view and grievances of those affected. Make no unreasonable deviation from normal compensation entitlements (which would raise a risk of unfairness).</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Provide mediation services and legal remedies (use of a mutually agreeable NGO with experience in land acquisition or an independent lawyer, at no cost to those affected).</td>
</tr>
<tr>
<td>• Provide full information on legal avenues available to those affected, best conveyed by an independent party (such as the NGO or lawyer).</td>
</tr>
<tr>
<td>All engagement and attempts at reaching a reasonable agreement prior to eviction should be properly documented. The final decision to proceed with eviction should be properly documented in conformity with procedures set in local law (for example, use of a bailiff or similar officer). Once the impossibility to reach an agreement has been recorded and before the eviction is carried out, do the following:</td>
</tr>
<tr>
<td>• Plan the date of eviction in conformity with local law and in close consultation with relevant government agencies, including security forces.</td>
</tr>
</tbody>
</table>

---

18 The term forced eviction is defined by the UN Office of the High Commissioner for Human Rights as the “permanent or temporary removal against their will of individuals, families and/or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection.”
• Provide reasonable and repeated notice of the date and process of eviction to all affected persons prior to the scheduled date of eviction.

During the eviction, ensure the following:
• Evictions are led by government and state security forces—under no circumstances should a private company (including private security) take the lead in carrying out an eviction.
• There is no use of disproportionate force, and prior engagement with police force involved to avoid such
• Especially where groups of people are involved, government officials or their representatives must be present during an eviction and all persons carrying out the eviction are to be properly identified
• Evictions are not to take place in bad weather or at night.
• Specific care must be taken of vulnerable people, particularly disabled or sick individuals, pregnant or lactating women, young children, and the elderly, with provision of medical assistance if necessary.

After the eviction:
• Reasonable temporary accommodation solution must be made available to those evicted.
• Those who are evicted must be monitored and their circumstances documented.

D. Transition Support

433. Support for resettled households does not end when they move into their new houses. Box 6.6 describes factors to consider when planning and implementing transition support and duration.

Box 6.6: Transition Support: Factors to Consider

Rural resettlement
Will people be able to harvest their crops? What is the disruption to their normal agricultural cycles? If there is a disruption, transition support must be calculated to offset the loss.

What is the general food security situation in the area? If there is food shortage at the time of the displacement, transition support may have to be delivered in food rather than in cash.

Are there specific transition issues for vulnerable people that may require additional support (for example, medical) and/or food or cash support?

Urban resettlement
If transportation services to work areas are not immediately available upon the move, cover the additional cost in the transition support.

Cover any other interim costs that arise from the move and establishment process.

Are there specific transition issues for vulnerable people that may require additional support and/or food or cash support?
434. Frequent follow-up visits to the community and each relocated household should continue for at least six months after the move to help resolve issues and ensure that the community and government agencies take responsibility for the management and maintenance of the social infrastructure. The follow-up process needs to be undertaken together with government health and social welfare providers so that they can provide the support required to the families.

E. Land Acquisition by Contractors

435. Contractors responsible for project construction may be involved in some land acquisition, such as for temporary construction camps, laydown and storage areas, access roads, quarries or borrow pits, and so forth. It is key that contractors are kept under strict control by the project to avoid any deviation from project land-acquisition policies. Project land-acquisition and compensation policies must also accommodate the temporary character of such land occupation through specific rates, processes, agreements, and land reinstatement and handback policies.

436. Contractor compliance must be monitored to avoid any violations of such policies. It is generally better for the project to keep direct control of all land acquisition, including any land required for contractor's needs. Contractors are not necessarily well equipped to manage the demands of land acquisition, associated social issues, and grievance management and often lack the staff and experience to address these in a compliant manner. Where contractual arrangements dictate that land acquisition required for a contractor's temporary land must be paid for by the contractor, the project sponsor can still take responsibility for managing the process and back charge the cost to the contractor at the time of project commissioning.

X. The Implementation Team

437. Successful implementation of resettlement activities requires teams with a broad array of skills. Implementation arrangements must provide for sufficient material resources (computers, office and survey equipment and materials, vehicles, office accommodation, and so on), an adequate organizational structure with clear lines of reporting, and budgetary and financial autonomy of resettlement implementation units. Flexibility in decision making and implementation are priorities.

438. The size of the resettlement implementation team will depend on the scale of the land acquisition and resettlement and the complexity of the project context. For small projects with limited complexity, a team consisting of a manager, community liaison staff deployed in key communities, and supporting consultants could suffice. For more complex projects, resettlement should be considered as a project within the project, and the best option will usually be to establish a dedicated unit within the project implementing organization, under a resettlement project manager with a direct line of reporting to a senior manager in the organization (for example, general manager; deputy general manager; health, safety, environment, and communities manager; or external affairs manager). The resettlement unit should be based close to affected areas and easily accessible to affected persons. Figure 6.1 presents an example of the organizational structure of a resettlement implementing unit, in which the following positions are required:

- The resettlement manager should have excellent project and people management skills, a thorough understanding of social and livelihood issues underlying the resettlement process, and the ability to communicate with both authority and empathy with affected persons. One important aspect of his or her tasks will be to seek internal alignment and to create internal awareness of resettlement related risks and benefits of “doing the right thing.”
• **Engagement and grievance management officers** should have excellent interpersonal and communication skills, empathy for local communities, and knowledge of local languages and the local context. The team should have both women and men and ensure that women and vulnerable people are equally consulted.

• **The survey, census, and data team** will collect, record, and analyze all baseline and compensation data. It will have a role in verifying assets and conduct resurveys where grievances are lodged. It is important that the project has a database to securely manage data, preferably with GIS functionality. For larger projects, a dedicated data management system may be necessary to record data in an organized manner and generate the large number of assets summaries, grievance reports, compensation agreements, and so forth.

• **The M&E team** will have to liaise with the survey, census and data team (or potentially be integrated with it), as M&E will for a large part be based on numerical indicators generated by the resettlement database.

• **The resettlement design and construction team** should consist of in-house staff and consultants with skills in architecture, planning, engineering, and construction supervision and management.

• **The livelihood restoration and vulnerable people team** should consist of specialists in agriculture, forestry, animal husbandry, business development, and microcredit, as needed, and as social workers with experience in identifying and assisting vulnerable people.

• **Specialist resettlement consultants** should be used to review and assess the RAP and the capacity and experience of the resettlement team and provide specialist support and training as required.

• **Support services** include administrative, financial, legal, procurement, logistics, and transport support.

439. For a project involving hundreds of affected persons, depending on the timeframe, a typical implementation team at peak could include 50 or more full-time individuals. Linear projects that involve a multitude of land transactions over a large area can be particularly demanding in terms of number of staff (albeit over a shorter period of time). Finally, there is no point in having a sufficient number of staff if they are unable to move, and an adequate fleet and quality of vehicles is a critical factor of staff efficiency. Bureaucratic tasks should be streamlined, and financial operational arrangements should be flexible while safeguarding integrity.

440. Resettlement implementation is physically and psychologically demanding on personnel. Remuneration policies must reflect these difficulties. Performance should be taken into consideration, with annual reviews of quantitative and qualitative delivery indicators. Unethical behaviors should be immediately and severely sanctioned.

441. Where resettlement is implemented under the responsibility or with the participation of a government agency, it is essential that at the planning stage administrative procedures be reviewed to ensure timely disbursement and effective decision-making processes. It is not uncommon, for example, that compensation disbursement requires sign-off at different levels of government or that procurement of basic goods or services requires lengthy bidding and contracting procedures. Such potential obstacles must be identified beforehand and handled through adequate project operational procedures and accommodated in the overall scheduling.
442. It is also important to establish a good balance between the use of project staff and consultants to retain the institutional memory of the resettlement process after completion. There will be ongoing issues to resolve, and project staff must have established knowledge and relationships with the community from the commencement of the planning stage to resolve issues going forward.

443. The cost of implementing resettlement must not be underestimated: adequately resourced implementation teams typically cost between 12 to 20 percent of the total cost of the resettlement and compensation program, sometimes more for particularly complex and difficult projects.

XI. TYPICAL UNIT COSTS

444. Unit costs for resettlement are very site specific and vary considerably depending on the nature of existing housing, municipal services, community aspirations, government requirements, and local construction costs. Some typical ranges of unit costs are provided in module 2.VIII.B., “RAP/LRP Budget.”

445. One important factor to achieving a successful resettlement is the provision of a contingency budget of between 10 and 20 percent of the overall cost of resettlement to resolve unforeseen issues that arise during implementation.

XII. TIMEFRAMES FOR COMPLETING RESETTLEMENT

446. Timeframes for completing resettlement vary widely depending on the local context, local experience, and precedents and the national regulatory framework. As a general guide, a typical resettlement process might take between two to five years right from the time scoping is conducted, through planning, SE, asset surveys, compensation, land acquisition, planning and construction of infrastructure, and moving of households and communities to the new settlement site. Livelihood restoration is much more complex and can take from three to ten years to fully achieve.
Figure 6.1. Example of a Resettlement Team for a Complex Project
XIII. MANAGEMENT OF CHANGE

447. Notwithstanding the quality of planning, changes to the initial plans will invariably be required during implementation. They may involve one or several of the following:

- Changes in selected resettlement sites due to technical or permitting issues or land disputes
- Changes to the design of resettlement housing due to technical reasons or because the community members changed their minds during the consultation process
- Updates to compensation rates due to macroeconomic changes
- Updates to asset surveys, potentially including consideration of new categories of eligible people, because a cut-off date has expired (see module 2.IV.D., "Validity of Cut-Off Date and Subsequent Changes")
- Changes to the original planning schedule for the resettlement process

448. It is important to have a process that manages such changes. This will typically entail the following:

- Internal engagement across project teams, awareness, and information guiding individuals to accept the change and become informed, particularly those who are influential and in contact with communities
- Community engagement to validate the change
- External engagement with an array of stakeholders, information, and reporting, including consultations with government and proactive engagement with lenders
- A mechanism to update the RAP or LRP, with associated disclosure, to be discussed with lenders and described per the RAP
XIV. CONCLUSION: DO’S AND DON’TS

Table 6.8. The Do’s and Don’ts of Resettlement Implementation

<table>
<thead>
<tr>
<th>Do’s</th>
<th>Don’ts</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Keep the focus at all times on affected persons</td>
<td>• Underbudget RAP implementation</td>
</tr>
<tr>
<td>• Be mindful of impacts of any implementation decision on women and</td>
<td>• Understaff RAP implementation</td>
</tr>
<tr>
<td>the vulnerable</td>
<td>• Underequip RAP implementation staff (vehicles, IT, field gear)</td>
</tr>
<tr>
<td>• Look closely at reconstruction and construction procurement models</td>
<td>• Work against an unrealistic time schedule</td>
</tr>
<tr>
<td>that best fit the schedule and the skill environment of the project</td>
<td>• Work under continuous pressure of construction of the main project</td>
</tr>
<tr>
<td>• Be mindful of the long-term sustainability of all facilities created</td>
<td>• Create bureaucratic processes that are incompatible with the resettlement and compensation schedule</td>
</tr>
<tr>
<td>in the resettlement program</td>
<td>• Take short cuts; these surely will backfire later</td>
</tr>
<tr>
<td>• Start planning handover of resettlement sites and houses as of</td>
<td></td>
</tr>
<tr>
<td>their design and construction</td>
<td></td>
</tr>
<tr>
<td>• Start planning at the commencement of the implementation phase on</td>
<td></td>
</tr>
<tr>
<td>ways to ensure security of tenure</td>
<td></td>
</tr>
<tr>
<td>• Maintain the momentum of the planning process in terms of engaging</td>
<td></td>
</tr>
<tr>
<td>with affected persons and other stakeholders</td>
<td></td>
</tr>
<tr>
<td>• Implement all stages and document them in such ways that they</td>
<td></td>
</tr>
<tr>
<td>hold up in court</td>
<td></td>
</tr>
<tr>
<td>• Liaise with government, not only when problems arise, but on a</td>
<td></td>
</tr>
<tr>
<td>regular basis</td>
<td></td>
</tr>
<tr>
<td>• Maintain control of any aspects of contractor activities that may</td>
<td></td>
</tr>
<tr>
<td>impact land or people</td>
<td></td>
</tr>
</tbody>
</table>
MODULE 7: MONITORING AND EVALUATION

I. MONITORING AND EVALUATION (M&E) OVERVIEW

449. M&E is a key component of the resettlement and livelihood-restoration process. The M&E process examines what works, what does not work, why, and what needs to change.

450. Monitoring is a recurring task that begins at resettlement planning and involves the measurement through time of information for three purposes:

1. To identify deviations from objectives to make corrections
2. To learn from experience to improve future practice
3. To strengthen accountability and transparency on progress and issues encountered

451. Evaluation assesses the performance of a completed project (or of a completed project phase) against initial objectives and its compliance with policies and standards. Improvements and corrective actions are recommended, and learning occurs through evaluation. It is based on data gathered in the monitoring exercise.

A. M&E Definitions: Activities, Impacts, Compliance, and Completion

452. M&E is often divided into input, output, and outcome monitoring, sometimes with unnecessarily complex or onerous frameworks in the context of resettlement. This handbook recommends a simple and practical M&E framework matching the needs of resettlement and considers monitoring of activities (inputs and outputs) and impacts (results or outcomes). In addition, PS5 and other similar international standards require compliance reviews and completion audits in certain high-risk projects.

i) Activity monitoring

- Focuses on resources and services and on immediate results, for example:
  - Staff, vehicles, computers, and cash put into the resettlement program.
  - The number of people receiving compensation or completing livelihood-restoration training courses in a given time period
- Tracks project efficiency and indicates whether changes are needed to improve efficiency
- Starts at the very beginning of resettlement planning and is done internally on an ongoing basis
- Integrates into project general management and quality assurance systems, such as the ESMS required by PS1 and addressed by other standards such as ISO 14000 and 26000

ii) Impact monitoring

- Covers a variety of outcomes for affected persons, for example:
  - Being satisfied with their resettlement houses
  - Accessing adequate agricultural land
  - Securing employment
  - Having reinstated profitable businesses
• Indicates whether the program is working, if changes or corrective actions are needed, and uses immediate activity indicators to look at longer term impacts
• Starts at the very beginning of resettlement planning and is usually conducted by an external expert

iii) Compliance reviews
• Assess on an ongoing basis whether a resettlement program complies with PS5
• Are external
• Are based on monitoring indicators
• May start at resettlement planning

iv) Completion auditing
• Assesses whether a resettlement program is complete, objectives are met, or if corrective actions and further activities are needed
• Requires an external consultant or group that checks whether livelihoods are sustainably restored and if other RAP commitments have been achieved after all PAPs have been resettled and/or compensated
• Usually takes place a few years after resettlement occurs to ensure sufficient time has passed for the mitigation measures to have been effective and the assessment to be significant

453. Table 7.1 illustrates these concepts.

Table 7.1. M&E Components

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Activity monitoring</th>
<th>Impact monitoring</th>
<th>Compliance reviews</th>
<th>Completion auditing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scope</td>
<td>Measures inputs into the resettlement, compensation, and livelihood-restoration program and their outputs (immediate results)</td>
<td>Assesses whether desired objectives, as set in initial commitments, have been reached</td>
<td>Check compliance with PS5 and/or other policies adopted by the project</td>
<td>Checks whether the resettlement program is complete, particularly whether livelihoods are restored or improved and are sustainable</td>
</tr>
<tr>
<td>Examples of indicators or typical questions a</td>
<td>Number of staff dedicated to census and asset survey operations every month</td>
<td>Grievances, including outcomes of grievances and average time for processing and redress</td>
<td>Was compensation paid t full replacement cost?</td>
<td>Are livelihoods restored and sustainable?</td>
</tr>
<tr>
<td></td>
<td>Number of vehicles available</td>
<td></td>
<td>Was compensation paid prior to impact?</td>
<td>Have affected persons been able to reinstate agriculture to</td>
</tr>
</tbody>
</table>

453. Table 7.1 illustrates these concepts.
<table>
<thead>
<tr>
<th>Examples of data collection and analysis methods</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monthly technical and financial progress reports prepared by the project implementation unit, with a list of indicators, including 6 to 10 KPIs</td>
<td>Internal: data gathered and processed by the project implementation unit</td>
</tr>
<tr>
<td>Six-monthly or yearly M&amp;E reports prepared internally and including a list of indicators agreed with external evaluators</td>
<td>Both internal and external: based on internally gathered data (inputs and outputs) and supplemental investigations/observations such as random interviews, panel interviews, and focus groups</td>
</tr>
<tr>
<td>Analysis and evaluation by external evaluators</td>
<td>External: based on internally gathered data (inputs and outputs) and supplemental external investigations/observation such as random interviews or focus groups held by the external evaluators</td>
</tr>
<tr>
<td>Quarterly (for larger resettlements) to six-monthly visits by one or several experienced resettlement specialists during the active phase of resettlement, then yearly visits until completion</td>
<td>External: based on internally gathered data (inputs and outputs) and supplemental external investigations/observation such as random interviews or focus groups held by the external evaluators</td>
</tr>
</tbody>
</table>

**a** Indicators and typical questions in this table are for illustrative examples only, not as an exhaustive list. More comprehensive lists of indicators are provided in sections III.A., “Activity Monitoring” and III.B., “Impact Monitoring” of this module.
II. WHY TO UNDERTAKE M&E

454. M&E is an essential implementation and risk management tool of every resettlement program and is a key component to ESMSs. It provides information to check progress, delays, cost, and efficiency, and it reveals errors, which offers opportunities for correction, improvements, and learning. M&E also generates information that contributes to internal accountability and external transparency vis-à-vis stakeholders. Finally, it strengthens institutional memory and the refinement of internal policies and procedures at project, corporate, or government levels.

455. M&E is critical to assessing the level to which livelihoods have been restored, which is usually the key factor in determining resettlement completion.

III. CONDUCTING M&E

456. M&E tools and instruments should be designed for consistency with the methods used for baseline data collection. The LRP/RAP should describe M&E methods and implementation arrangements.

A. Activity Monitoring

457. The key challenge of activity monitoring is establishing simple indicators that can be generated regularly with reasonable effort.

458. It is better to have 10 indicators that are fully relevant and consistently measured and used than 40 that are not always measured, have limited relevance, or are not used. Table 7.2 provides a list of simple indicators that will have to be tailored to each situation, with a few that can be used as KPIs meant to be conveyed to project management.

B. Impact Monitoring

459. Table 7.3 provides examples of impact indicators. Box 7.1 shows how a grievance log can be used to generate practical guidance for the project.
### Table 7.2. Activity Indicators

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Measured how</th>
<th>Frequency</th>
<th>KPI?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall spending on resettlement activities</td>
<td>Financial records</td>
<td>Quarterly</td>
<td>Yes</td>
</tr>
<tr>
<td>Distribution of spending on the following items (example):</td>
<td>Financial records</td>
<td>Quarterly</td>
<td>No</td>
</tr>
<tr>
<td>• Consultation and engagement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Planning and surveys</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Cash compensation/ in-kind compensation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Resettlement site development and housing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Livelihood restoration</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Vulnerable groups</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Grievance management</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• General implementation services and overhead</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-time and part-time staff and consultants dedicated to resettlement and compensation</td>
<td>HR</td>
<td>Quarterly</td>
<td>Yes</td>
</tr>
<tr>
<td>Vehicles, computers, GPS units, and other equipment as applicable</td>
<td>Count</td>
<td>Quarterly</td>
<td>No</td>
</tr>
<tr>
<td>Affected households and/or people by categories (if there are changes from the initial RAP/LRP)</td>
<td>Census and grievance management records</td>
<td>Quarterly</td>
<td>Yes</td>
</tr>
<tr>
<td>Number of:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dwellings: construction commenced in the period</td>
<td>Construction</td>
<td>Monthly</td>
<td>Yes</td>
</tr>
<tr>
<td>Dwellings: completed and delivered in the period</td>
<td>Construction</td>
<td>Monthly</td>
<td>Yes</td>
</tr>
<tr>
<td>Dwellings: allocated to households in the period</td>
<td>Data management system</td>
<td>Monthly</td>
<td>No</td>
</tr>
<tr>
<td>Households moved into their new dwelling in the period</td>
<td>Data management system</td>
<td>Monthly</td>
<td>Yes</td>
</tr>
<tr>
<td>Number of:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Households and/or people that received cash compensation in the period with distribution by purpose and by classes of amounts</td>
<td>Data management system</td>
<td>Monthly</td>
<td>No</td>
</tr>
<tr>
<td>Individual compensation agreements signed in the period</td>
<td>Data management system</td>
<td>Monthly</td>
<td>No</td>
</tr>
<tr>
<td>Resettled houses connected to utilities (power, water, sanitation)</td>
<td>Construction team</td>
<td>Quarterly</td>
<td>No</td>
</tr>
<tr>
<td>Community facilities built</td>
<td>Construction team</td>
<td>Quarterly</td>
<td>No</td>
</tr>
<tr>
<td>Households and/or people that received livelihood restoration–related training in the period, with distribution by type of training (agriculture, business, fisheries, and so forth)</td>
<td>Data management system</td>
<td>Quarterly</td>
<td>No</td>
</tr>
</tbody>
</table>

*Note: KPI = key performance indicator.*
### Table 7.3. Impact Indicators

<table>
<thead>
<tr>
<th>Indicator / issue</th>
<th>Measured how</th>
<th>Frequency</th>
<th>KPI?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Grievances (see box 7.1 for examples)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average time for grievance processing</td>
<td>Measure time interval between grievance registration, and first acknowledgement of receipt, and time interval to closure: compare to commitments in the RAP.</td>
<td>Quarterly</td>
<td>No</td>
</tr>
<tr>
<td>Number of open grievances at the end of each quarter and trends over time</td>
<td>Process the grievance log (whether electronic or manual): if the number keeps increasing denoting an aggravating backlog of unresolved grievances, check adequacy of resources.</td>
<td>Quarterly</td>
<td>Yes</td>
</tr>
<tr>
<td>Number of grievances opened and closed in the period and trends over time</td>
<td>Process the grievance log (whether electronic or manual): if abnormal surges in the number of grievances is observed, investigate possible causes. Monitor backlog and evolution to check whether resources are sufficient.</td>
<td>Quarterly</td>
<td>No</td>
</tr>
<tr>
<td>Categories of grievances and trends over time</td>
<td>Process the grievance log (whether electronic or manual): if certain categories of grievances appear overrepresented, this may denote a systemic problem with inventory procedures, compensation entitlements, or eligibility rules</td>
<td>Quarterly</td>
<td>No</td>
</tr>
<tr>
<td>Gender of aggrieved individuals</td>
<td>Process the grievance log (whether electronic or manual) to assess the distribution according to gender (see box 7.1 for possible interpretation).</td>
<td>Quarterly</td>
<td>No</td>
</tr>
<tr>
<td>Place of living of aggrieved individuals</td>
<td>Process the grievance log (whether electronic or manual): see box 7.1 for possible interpretation.</td>
<td>Quarterly</td>
<td>No</td>
</tr>
<tr>
<td>Number of ongoing court cases and trends over time</td>
<td>Process the grievance log (whether electronic or manual).</td>
<td>Quarterly</td>
<td>No</td>
</tr>
<tr>
<td><strong>Compensation</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average (mean and/or median) time for payment of compensation</td>
<td>Record time between signing of compensation agreements and payment of compensation and calculate average time (mean and/or median). Check on any delays and trends in time to verify adequacy of resources allocated to compensation processing.</td>
<td>Quarterly</td>
<td>Yes</td>
</tr>
<tr>
<td>Has compensation been paid at full replacement cost? Is compensation updated to take account of value increases in real estate or crops?</td>
<td>Compare results of real estate market survey for similar properties with compensation paid. Investigate whether recipients of cash compensation were able to purchase a similar property. Assess any changes in market value for crops (including seasonal changes).</td>
<td>Yearly</td>
<td>Yes</td>
</tr>
<tr>
<td>Use of compensation</td>
<td>What has compensation been used for? Perform yearly survey of compensated households and/or yearly focus groups with selected layers of PAPs. Check on potential misuse of compensation and gender aspects. (Where compensation is paid to the male head of household, do women have access to the compensation money?)</td>
<td>Yearly</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>Resettlement</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Satisfaction with allocated dwellings</td>
<td>Satisfaction survey looks at house layout, materials, finish, heat regulation, ventilation, sanitary facilities, sanitation, erosion on resettlement plot, and other</td>
<td>Yearly</td>
<td>Yes</td>
</tr>
<tr>
<td>Indicator / issue</td>
<td>Measured how</td>
<td>Frequency</td>
<td>KPI?</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>----------------------</td>
<td>------</td>
</tr>
<tr>
<td>Satisfaction with community facilities (drinking water, power, community center, school, health clinic, recreational facilities, access roads, and so forth)</td>
<td>Satisfaction survey looks at accessibility and pricing or affordability of services, making sure that opinions of youth and women are considered.</td>
<td>Yearly</td>
<td>Yes</td>
</tr>
<tr>
<td>Technical and construction quality issues</td>
<td>Identify technical and construction quality problems in the first year after resettlement and address them through contractor guarantees if relevant. (Issues could include roof leaks; cracked walls; water, sewage, and power supply problems; access roads; drainage systems; and so forth.)</td>
<td>Quarterly during the first year</td>
<td>No</td>
</tr>
<tr>
<td>Maintenance issues</td>
<td>Identify technical problems in maintaining lifts, water systems, electricity supply systems, sewage systems, drainage systems, public spaces, roads, and other technical features.</td>
<td>Yearly or more frequently if need be</td>
<td>No</td>
</tr>
<tr>
<td>Sanitation and waste management</td>
<td>Make visual observations of cleanliness of public spaces and disposal of wastes.</td>
<td>Yearly</td>
<td>No</td>
</tr>
<tr>
<td>Allocation of dwellings and postresettlement movements and transactions</td>
<td>Are affected households living in the dwellings that were initially allocated to them? Have resettled households sold or rented out their new houses and moved elsewhere?</td>
<td>Yearly</td>
<td>No</td>
</tr>
<tr>
<td><strong>Livelihood restoration</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land replacement</td>
<td>Is land of equivalent size and potential available to resettlers? Have they been supported in putting this land to cultivation (clearing, land preparation, initial fertilization, and so forth)?</td>
<td>Yearly</td>
<td>No</td>
</tr>
<tr>
<td>Agriculture restoration</td>
<td>Are crops that can be grown in the new fields of similar type, yield value, and potential (or better) as/than before? What are the amount of resources spent on agricultural development, months of expert support for capacity building and training, numbers of men and women trained in agricultural improvements, numbers of vegetable gardens established by affected households, numbers of tools, seeds, fertilizers, and trees distributed, and so forth.</td>
<td>Once in three years and at completion audit</td>
<td>No</td>
</tr>
<tr>
<td>Business reestablishment</td>
<td>Have businesses been successfully reestablished? Survey activities and sales over a sample of businesses and comparison with baseline.</td>
<td>Yearly</td>
<td>No</td>
</tr>
<tr>
<td>Employment of business employees in the relocated businesses</td>
<td>Are employees still employed in the relocated business? If not, why? Survey employees over a sample of businesses and compare with baseline.</td>
<td>Yearly</td>
<td>No</td>
</tr>
<tr>
<td>Jobs and employability</td>
<td>Are affected wage earners still employed in their former jobs? Survey employment over a sample of wage earners and compare with the baseline.</td>
<td>Yearly</td>
<td>No</td>
</tr>
<tr>
<td>Income</td>
<td>Are household incomes restored? Survey occupations and income over a stratified sample of resettled households and compare with baseline or qualitative interviews in focus groups.</td>
<td>Yearly and at completion audit</td>
<td>Yes</td>
</tr>
<tr>
<td>Indicator / issue</td>
<td>Measured how</td>
<td>Frequency</td>
<td>KPI?</td>
</tr>
<tr>
<td>------------------</td>
<td>------------------------------------------------------------------------------</td>
<td>-----------</td>
<td>------</td>
</tr>
<tr>
<td>Fisheries (if relevant)</td>
<td>Have affected fisheries been reestablished? Survey fisherpeople and associated workers (driers, smokers, fishmongers) and compare with baseline or qualitative interviews in focus groups.</td>
<td>Yearly and at completion audit</td>
<td>Yes</td>
</tr>
<tr>
<td>Hardship</td>
<td>Are some households affected by hardship (for example, decease of the main bread earner) that may jeopardize their efforts to restore livelihoods?</td>
<td>Yearly</td>
<td>No</td>
</tr>
</tbody>
</table>

C. Methods and Instruments

i) Quantitative household surveys

460. There is considerable benefit to using household survey questionnaires for monitoring that are identical or similar to those that were used for baseline collection. Identical coding and data management systems are desirable, so that data can easily compare the situation before impact and after resettlement and livelihood-restoration measures. These questionnaires, key indicators, and the associated data management system should be designed as part of the baseline exercise so that they can be used for ongoing monitoring.

461. When comparing successive sets of quantitative information (baseline versus replicate monitoring surveys done later), it is important to assess the statistical significance of any differences between these sets of data. Not every difference will be statistically significant, particularly when numbers of resettlers are relatively small. In the most complex cases, inputs from an experienced statistician should be sought, but these would only be in significant resettlements with large numbers of affected persons. Such statisticians can be sourced from local universities or market research companies. Specific issues related to the comparison of two sets of livelihood information are discussed further in section III.E., “Completion Audit” of this module.

ii) Qualitative investigations

462. If focus groups have been held at the baseline stage, it is useful to hold discussions with the same groups to understand changes in opinions, perceptions, and expectations as the resettlement process develops. For instance, if fisherpeople were identified as an important group from a livelihood impact perspective and were interviewed in focus groups at the baseline stage, it will be important to repeat focus group discussions specifically with that group as the resettlement process unfolds, and if possible with the same fisherpeople.

iii) Using grievance logs

463. Processing grievance logs can provide useful information, as shown in box 7.1
Box 7.1. How to Use Grievance Monitoring: An Illustrative Example

How to interpret the evolution of grievances in time

The trends in figure B7.1.1 illustrate important points.

In the first year, resources allocated to grievance management are inadequate and the backlog of grievances increases steadily. The number of court cases starts climbing in Q3 as a result of the inability of the project to respond to grievances. While earlier warnings had been ignored by project management, the potential for even more court cases triggers action, and another two officers are allocated to grievance management and resolution.

From Q4 to Q6, grievances are resolved faster than new ones are opened, and the backlog decreases. Meanwhile the number of court cases decreases as affected persons regain trust in the project GM and seek out-of-court settlements.

In Q7, there is a sudden increase in opened grievances. This is related to a new expansion area being surveyed for potential acquisition and is normal as long as the trends show that the project reacts adequately and no abnormal backlog of grievances is generated.

How to check that the GM is equitably open to all

How to Use Grievance Monitoring: An Illustrative Example
From Q1 to Q4, complainants are mostly male, indicating that there is a problem with females’ access to the GM. Of the two additional officers that the project allocated to grievance management in Q4, one is female, facilitating women’s access to the GM, which shows in the increasing numbers of grievances logged by females.

Similarly, from Q1 to Q3, there are no complainants from Settlement C, which is about the same size as settlements A and B. After investigation, it appears that the village chief in settlement C is blocking all individual grievances as he is concerned that this will affect the village’s reputation with the project. The project has to explain that there will be no retaliation in response to grievances.

Categorizing grievances to understand systemic issues

Categorizing grievances into simple causes can help flag any systemic issues with processes (for example, inventories), entitlements (for example, resettlement house layout, or compensation rates for certain crops), or consultation or information (for example, effectiveness of information on cut-off dates) and provide mitigations.

D. Compliance Reviews

464. Compliance reviews are meant to check whether the implementation of the program complies with the RAP and with the government’s and lenders’ standards. In many projects, the reviews are integrated into a broader scope that covers compliance with all PSs. This is not an obligation, however, and a separate group can look into land acquisition and resettlement, particularly for high risk projects with a large-scale resettlement.

465. Compliance reviews usually start with a review of the ESIA package, including the RAP or LRP. It is therefore beneficial that the external compliance reviewers be involved early in the planning
process, ideally when an initial draft RAP is available for comment and before it is finalized. The reviews are an ongoing exercise that covers planning and implementation until the completion audit (if there is one), or until the compliance reviewers declare that resettlement and compensation are complete if no completion audit is anticipated.

466. The scope of work of compliance reviews (insofar as resettlement and compensation aspects are concerned) should include the following:

i) General

- Assess overall compliance with RAP/LRP objectives, commitments, and government and lenders policies and standards on land acquisition and involuntary resettlement.
- Verify progress on the recommendations that the external compliance auditor made during previous visits.
- Interview a representative cross-section of affected households and enterprises to
  - gauge the extent to which the standards of living and livelihood of displaced households have been restored or enhanced,
  - measure whether households have been sufficiently informed and consulted with, and
  - gather their opinions on entitlement delivery, resettlement housing, livelihood-restoration measures and grievance management.
- Use panel surveys (visiting the same households once a year over the entire resettlement period)
- Assess the ongoing level of project support or social license to operate in the affected groups.

ii) Resettlement and compensation process, delivery of entitlements

- Review if entitlements were delivered and implemented on time (as set out in the RAP/LRP implementation schedule).
- Assess whether compensation is at full replacement cost.

iii) Livelihood restoration

- Review any livelihood-restoration programs and the extent to which they are assisting in providing alternative livelihoods for affected households to help offset the impacts of displacement.
- Verify implementation of measures to restore or enhance the quality of life and livelihoods of displaced households and assess their effectiveness.
- Assess the extent to which the quality of life and livelihoods of affected communities are being restored and/or improved.

iv) M&E

- Review internal monitoring and reporting procedures for conformity with the RAP/LRP.
- Review internal monitoring and grievance records and identify any potential areas of noncompliance, systemic or recurrent problems, or potentially disadvantaged groups or households that have not received adequate assistance.
v) Grievances

- Review grievance records for evidence of any significant noncompliance or recurrent poor performance in resettlement implementation or grievance management.

vi) Vulnerable people

- Appraise systems to identify, track, and provide assistance to vulnerable people, and assess compliance with the RAP/LRP.

vii) Implementation

- Assess whether there are adequate resources to implement the RAP/LRP and any training or capacity building requirements.
- Assess the data management system and its outputs and outcomes.
- Compare progress against the initial schedule.
- Review any situations of corruption or extortion and the way they have been managed.

467. The terms of reference of compliance reviews should be included in the RAP/LRP, together with a description of implementation arrangements (level of effort, frequency of missions, and disclosure of reports). A template is presented in appendix I, “Resettlement Compliance Reviews—Template for Terms of Reference.”

E. Completion Audit

468. The completion audit is meant to verify that the RAP/LRP implementation met standards and restored or improved affected persons’ livelihoods. Define clear, measurable, and realistic completion indicators in the RAP/LRP and ensure that both the baseline data collection and completion surveys gather information necessary to assess completion.

i) Objectives

469. Key objectives of the completion audit are the following:

- Assess the effectiveness of measures to avoid and minimize displacement impacts by comparing actual project impacts on land and people versus those documented in the RAP/LRP.
- Verify that all entitlements and commitments described in the RAP have been delivered.
- Determine whether RAP measures have been effective in restoring or enhancing affected persons’ living standards and livelihood.
- Check on any systemic grievances that may have been left outstanding.
- Identify any corrective actions necessary to achieve completion of RAP/LRP commitments.

ii) Scope and methodology

470. The completion audit should focus on livelihood restoration, since this is usually the most difficult aspect of resettlement, and it should build on previous internal and external monitoring to assess other aspects, such as satisfaction with housing or compensation adequacy. It will generally be based on a post ante comparison of the postresettlement economic situation of affected households with the baseline data. Where a large number of households have been affected, a representative sample can be used, based on the same sampling strategy used at the baseline stage.
471. An alternative strategy to the post ante method compares affected persons’ livelihoods with those of an unaffected control group living in similar conditions and with similar sources of livelihoods. These two methods can be combined (post ante comparison and control group). As mentioned in section III.C.i), “Quantitative household surveys” of this module, inputs from a statistician may be needed to verify that comparisons are statistically significant.

472. The post ante comparison should usually be made over a period of three to six years, and therefore macroeconomic factors must also be taken into consideration: inflation and currency fluctuations, changes in real estate values, general growth of the economy or recession, market price for key agricultural products, and so forth.

473. The completion audit should combine qualitative and participative approaches (such as focus groups and participatory rural appraisal) to gather data and assess household standards of living. Particular attention must be paid to assessing the impact of RAP interventions on the circumstances of vulnerable households. For the most complex cases and those involving significant time, interim household monitoring surveys may be necessary. The completion audit can use the results of these.

474. The completion audit report should present conclusions on livelihood-restoration measures and identify any corrective measures necessary to complete rehabilitation of displaced households.

475. The scope, timing, and implementation arrangements for the completion audit should be presented in the RAP/LRP.

iii) Defining “completion”

476. There are several methodological challenges in assessing the “completion” of livelihood-restoration measures:

- Taking macro-economic factors (currency fluctuations, inflation, and so forth) into consideration can be particularly complex, and the comparison between the pre- and postresettlement circumstances of affected households could very well be inconclusive (hence the benefits of comparing affected households to a control group in addition or as an alternative).

- Resettled households may experience a decline in their livelihood activities and income as a result of misfortune that has nothing to do with the resettlement process (illness, injury or death of breadwinners, theft, fire, and so forth). Sometimes it may be difficult to clearly separate the impacts of misfortune from those resulting directly from resettlement.

- The duration of the period between the impact and completion assessment must be considered carefully:
  - Affected households must be reestablished well in their resettlement location (if they have been physically moved) and their economic activities must also be reinstated.
  - Where agriculture activities have to be reinstated on new, previously unused farming land, it may take several seasons to reach normal yields (usually three as a minimum and possibly up to six may be needed).
  - A longer observation period can eliminate the effect of unusual natural fluctuations (droughts, locusts, and so forth).

- Measuring income is never easy, as interviewees are reluctant to disclose their real earnings, and official tax returns are not always available or reliable. Statements on income should always be complemented by proxy indicators (such as household
expenditures, availability of certain assets and household items, level of indebtedness, and so forth).

- In communities where subsistence activities are predominant, cash income is insufficient to describe the economic situation of a household. Self-consumed agricultural produce must be taken into consideration, although this is always difficult to appraise and value.

- Some households are impossible to track (especially those that move outside of the resettlement site). Similarly, some households may not want to enroll into livelihood-restoration activities proposed by the sponsor or they may drop out after a while.

477. For these reasons, achieving fully restored or improved livelihoods for 100 percent of affected households will usually be impossible. The issue is therefore to define a percentage of success that is both achievable and acceptable to communities, project sponsors, government authorities, and lenders where applicable. This target percentage should be discussed and clearly committed to in the RAP/LRP and fine-tuned during the course of the M&E exercise as needed.

478. If a percentage, such as 90 percent, has been established as the target, then it should apply not only to the entire group of affected persons, but also to individual subgroups such as landowners, formal or informal land users, squatters, women-headed households, vulnerable people, and so forth. It would not suffice to achieve 90 percent of livelihoods restored if only 30 percent of a given subgroup have their livelihoods restored, particularly if this group is vulnerable.

479. Appendix J, “Resettlement Completion Audit—Template for Terms of Reference” provides an example of Terms of Reference for a Completion Audit.

F. Gender in M&E

480. All socioeconomic information should be disaggregated by gender to capture differential impacts. In complex cases, look into differential impacts on the different household members (not only at the level of household heads).

481. Capturing differential gender impacts of displacement, compensation, and resettlement is essential. All quantitative data collected in M&E should be dissociated by gender, such as in the baseline exercise. Specific gender situations, such as the change in the status of different wives in polygamous households, or an increase in the occurrence of polygamy or divorces where compensation is paid in cash to males, should be monitored specifically. This should be based on an initial risk assessment presented in the RAP. This is usually best achieved through qualitative methods, including separate focus groups with women of different ages, marital status, and social and economic status.

482. The assessment of gender dimensions of access to land is also important where agricultural land is affected. Traditional land rights and allocation systems often accommodate both married and single women’s access to land through specific mechanisms.

483. Similarly, there may be specific gender aspects to access to natural resources. For example, women may be more affected than males by impacts to forests: loss of fuelwood that they cook with, loss of NTFP such as herbs, berries or mushrooms that they may gather and market, loss of access to ponds for fishing, increased distance to water sources, and so forth.

484. Land allocation mechanisms and access to natural resources can be significantly disrupted by the resettlement process, resulting in hardship for women. A clear understanding of these
mechanisms must be incorporated in the RAP so that corrections can be made if unacceptable impacts to women are evidenced by the monitoring exercise.

485. These aspects will often require that the surveys go beyond the household level to look into intrahousehold dynamics. This can be done via focus groups and other qualitative techniques, and with specific quantitative surveys making sure that the views of women are captured even where they are not household heads.

G. Participatory Monitoring and Evaluation

486. Holding periodic focus groups with representatives of displaced people (including all relevant groups, such as women, the youth, the elderly, businesspeople, and so forth) is key as it allows concerns to be voiced and considered as part of the outcome monitoring or completion auditing process. An indicative frequency of at least once a year is recommended during the resettlement implementation and livelihood-restoration periods.

487. NGOs often take a significant interest in resettlement and involving them in the monitoring process can help build local capacity and more trustful relationships between them and the project. A simple way to involve NGOs in M&E is to hold periodic information and consultation workshops to share outcomes of monitoring with stakeholders, targeting government agencies, NGOs, and civil society representatives in joint or separate sessions. Some projects have also successfully involved NGOs in more substantial monitoring, with regular visits and capacity-building workshops.

H. Arrangements for Implementing M&E

488. M&E should be organized internally by the project with a link to the broader ESMSs. In addition, wherever displacement is significant, external compliance reviews and a completion audit are required to provide a fresh view, check compliance independently, and enhance credibility.

489. In projects with significant displacement impacts, M&E must combine internal and external inputs. Activity monitoring is internal, while impact monitoring and compliance reviews are external. Box 7.2 provides an example. In practice, projects with physical displacement of any magnitude and projects with significant economic displacement should involve external monitoring and external compliance reviews.19 Define this input during RAP preparation, with clear commitments spelled out in the M&E chapter of the RAP, including the following:

- The frequency of internal monitoring reports and disclosure arrangements20
- The frequency of external reviews and number of experts involved
- The scope of external reviews
- The scope of the completion audit, including the livelihood-restoration target (as detailed in section III.IE.iii), “Defining ‘completion’” of this module), as well as its timing, indicative methodology, and the level of effort involved

19 “Significant” here means either that a sizable number of people are economically displaced (say, more than 100 households), even if discrete impacts on each household are relatively benign (for example, in typical linear projects such as a transmission line or pipeline) or that livelihoods of some households are jeopardized even if the number of affected households is relatively modest.

20 Ideally, internal monitoring reports should be produced immediately ahead of external reviews.
• Disclosure arrangements (will reports be disclosed to the general public and via which avenues?)

490. External compliance reviews can be combined with other social and environmental audits. This allows some cross-cutting issues to be addressed jointly (for example, impacts on natural resources, ecosystem services, and related impacts on livelihoods). However, where displacement impacts are significant, separating environmental from resettlement reviews may be preferable as agendas and itineraries will usually be quite different, although sharing and coordination between disciplines is essential.

491. In projects with less significant displacement impacts, M&E will typically be internal and allocated to staff also responsible for information management. Ideally, some level of internal auditing of data quality should be undertaken on a regular basis (annually) as provided by internal quality assurance systems and standards.

Box 7.2. Arrangements for M&E in the Ahafo South Mining Project

Newmont Ghana Gold Limited established a strong internal M&E unit for its resettlement project affecting about 8,000 households, of whom 685 were physically displaced. The M&E unit generated periodic M&E reports as well as all related numerical and qualitative indicators, and commissioned studies on specific themes (for example, a perception review, or specific evaluations of certain livelihood restoration activities) through local consultants.

In addition, external reviews were carried out (on a six-monthly basis during the more active phase of resettlement, and later on a yearly basis) by two consultants. These reviews appraised compliance, outlining any aspect that was in a situation of potential or actual non-compliance with the requirements of PS5, and assessed performance against good practice.

Reports of the external reviewers were made public while internal monitoring reports were not.

IV. REPORTING AND DISCLOSING M&E FINDINGS

492. M&E reports, whether internal or external, should be short and concise, with a summary of findings and a clear set of recommendations and corrective actions. Numerical indicators should be presented in a simple, preset format, so that comparisons can easily be made from one report to another.

493. To enhance transparency and facilitate stakeholder interest and involvement, the reports produced for each external review, as well as completion reports, should be made public. This also helps benchmarking for future, similar projects. This is usually achieved by disclosure on project websites. In addition, where stakeholders raise issues that require independent review and response, workshops with selected stakeholders (CBOs, representatives of affected persons, local resettlement committees, local municipal councils, NGOs, government officials) can provide an additional layer of transparency.

494. Table 7.4 provides a template for M&E reports and disclosure. An adaptation of this table to each specific resettlement program should be provided in the RAP.
Table 7.4. Monitoring Reports

<table>
<thead>
<tr>
<th>Report</th>
<th>Type of monitoring</th>
<th>Produced by</th>
<th>Frequency</th>
<th>Disclosure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal activity report</td>
<td>Activity monitoring (mainly quantitative)</td>
<td>Internal resources</td>
<td>Weekly to quarterly</td>
<td>No</td>
</tr>
<tr>
<td>Internal monitoring report</td>
<td>Activity monitoring (mainly quantitative)</td>
<td>Internal resources</td>
<td>Quarterly to yearly (or more during active phases of resettlement)</td>
<td>No</td>
</tr>
<tr>
<td>Compliance review reports</td>
<td>Compliance reviews</td>
<td>External reviewer(s) or independent E&amp;S consultant</td>
<td>Yearly (or more often during active phases of resettlement)</td>
<td>Yes, company website and interested stakeholders</td>
</tr>
<tr>
<td>Completion audit report</td>
<td>Completion audit</td>
<td>External consultant</td>
<td>Upon completion</td>
<td>Yes, company website and interested stakeholders</td>
</tr>
<tr>
<td>Specific survey reports</td>
<td>Mid-term livelihood surveys, specific satisfaction surveys, as provided for in the RAP Completion surveys</td>
<td>Local survey company</td>
<td>As specified in RAP and prior to completion audit</td>
<td>No</td>
</tr>
</tbody>
</table>

V. HOW TO MONITOR AND EVALUATE SMALLER PROJECTS

495. Where a small number of households is affected, monitoring can be done for the most part internally. While external compliance reviews may not be needed, an external, independent perspective is often useful.

496. The monitoring system should focus on the most critical indicators, such as those presented in table 7.5.
Table 7.5. Monitoring Indicators for Smaller Projects

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall spending on resettlement activities</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Number of staff dedicated to resettlement and compensation</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Number of resettlement dwellings completed</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Number of households that moved</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Number of households that received cash compensation</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Number of open grievances at the end of each quarter and trends over time</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Number of grievances opened and closed in the period and trends over time</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Categories of grievances and trends over time</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Gender of aggrieved individuals</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Satisfaction with allocated dwellings</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Satisfaction with community facilities (drinking water, power, community center, school, health clinic, recreational facilities, access roads, and so forth)</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Land replacement</td>
<td>Biannually or yearly</td>
</tr>
<tr>
<td>Agriculture restoration</td>
<td>Biannually or yearly</td>
</tr>
<tr>
<td>Business reestablishment</td>
<td>Biannually or yearly</td>
</tr>
</tbody>
</table>

VI. SPECIAL M&E CONSIDERATIONS IN GOVERNMENT-LED RESETTLEMENT

497. Where a government agency leads resettlement for a private-sector project, it is an obligation of the private project sponsor under PS5 to provide for monitoring of government resettlement efforts. Governments’ monitoring systems generally focus on accountability related to public spending. Seldom do such systems provide the type of social and livelihood monitoring required by PS5 and described in this handbook. The project’s private sponsor will therefore have to agree on monitoring and reporting arrangements that can both meet the objectives of PS5 and be agreeable to government agencies. Experience indicates that this is generally possible as long as it is
discussed early in the process and monitoring objectives and plans with respective responsibilities are clearly spelled out. Preparing a RAP, even if government processes do not require it, will help formulate respective commitments and responsibilities of the parties.

VII. CONCLUSION: DO’S AND DON’TS

Table 7.6. The Do’s and Don’ts of Monitoring and Evaluation

<table>
<thead>
<tr>
<th>Do’s</th>
<th>Don’ts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Link baseline and monitoring information, particularly in terms of livelihood restoration. Livelihood indicators that will be used to evaluate the program completion must have been gathered as of the baseline assessment.</td>
<td>Use too many indicators that will not necessarily be collected in time or may not be particularly meaningful. Rather, make sure that the monitoring program is commensurate to the impacts.</td>
</tr>
<tr>
<td>Combine quantitative and qualitative measurement methods.</td>
<td>Change monitoring or survey methodology and indicators during the course of the program.</td>
</tr>
<tr>
<td>Establish clear completion objectives with measurable indicators in the RAP and communicate clearly to all stakeholders.</td>
<td>Produce lengthy reports with unprocessed quantitative information.</td>
</tr>
<tr>
<td>Report progress and outcomes to key stakeholders, including government, affected persons, and lenders.</td>
<td>Produce reports late or at a loosely defined frequency.</td>
</tr>
<tr>
<td>Introduce appropriate layers of external monitoring, particularly in terms of assessing outcomes, in addition to internal monitoring.</td>
<td></td>
</tr>
<tr>
<td>Staff the internal M&amp;E unit according to the expected workload of the M&amp;E program.</td>
<td></td>
</tr>
<tr>
<td>Seek integration of resettlement M&amp;E into the overall ESMS required by PS1.</td>
<td></td>
</tr>
<tr>
<td>Include all methodological and implementation details related to M&amp;E in the RAP.</td>
<td></td>
</tr>
</tbody>
</table>
## MODULE 8: SPECIFIC CIRCUMSTANCES

### I. POSTCONFLICT SITUATIONS

Table 8.1. Key Aspects to Consider in Postconflict Situations

<table>
<thead>
<tr>
<th>Stage</th>
<th>Specific aspects</th>
</tr>
</thead>
</table>
| Background | Private-sector investment and its role in creating sustainable livelihood opportunities is recognized as an important catalyst for peace building following conflict. Undertaking land acquisition and resettlement in such environments can present significant challenges. Some common characteristics of postconflict situations of relevance to resettlement planning and implementation may include the following:  
  - Widespread dislocation and separation of people from their legal or customary dwellings, land, and property, and in their absence, the emergence of conflicting claims or occupation by others  
  - Destruction or disturbance of property and physical traces of occupation and ownership on the ground making it difficult to discern property boundaries  
  - Disruption of formal state property rights systems and capacity to provide cadastral information or resolve property grievances; lost or destroyed land tenure records  
  - Social rearrangement, including weakened local government; changes in local institutions, authority, and legitimacy; and presence of newcomers such as demobilized ex-combatants, refugees, and IDPs  
  - Occurrence of special types of vulnerability among women and children, but also political and ethnic minorities, IDPs and refugees, and those traumatized or experiencing loss of identity  
  - Complex grievances, claims for restitution, and competing claims for land and property  
  - Presence of unexploded ordnance (UXO) restricting safe access to land  
  - Risk that the processes of verifying property ownership and providing compensation and assistance to some, but not others, will reignite conflict  
  - Residual law and order challenges; security for displaced people, resettlement teams, those building replacement housing or delivering livelihood programs. |
| Scoping | Engage specialists to complete a robust conflict analysis.                                                                                                                                                           |
| Planning | Have a UXO specialist undertake a hazard assessment over all lands required for the project and for resettlement purposes (including agricultural livelihood replacement).  
Make budget and schedule provision for UXO clearance. |
### Stage | Specific aspects
---|---
**Stakeholder engagement** | Pay attention to information dissemination, inclusiveness in discussions, and transparency in all project transactions, taking into account recommendations of the conflict analysis. 
Set up a robust grievance and conflict resolution systems that are demonstrably independent and impartial and that include parties trusted by affected persons.

**Baseline collection** | Carefully reconstruct land and property ownership; take extra care to validate the legitimacy of land and property ownership claims. 
Pay special attention to vulnerable groups; be prepared to provide individual legal assistance, counselling, and psychological support to enable them to participate fully in resettlement consultations and surveys.

**Implementation** | Plan for additional time in schedules for establishing legitimacy of land titles, resolving completing claims, and undertaking UXO clearance.

**Livelihood restoration** | Accommodate more time in project schedules and completion audit timeline for livelihood restoration.

**M&E** | Monitor per normal RAP/LRP process but accommodate enough time for timeline of completion audit and ensure that vulnerable people are adequately monitored over sufficient time for potential hardship.

---

### II. GOVERNMENT-LED LAND ACQUISITION

#### Table 8.2. Key Aspects to Consider in Government-Led Acquisition

<table>
<thead>
<tr>
<th>Stage</th>
<th>Specific aspects</th>
</tr>
</thead>
</table>
|**Background** | IFC PS5 (paragraph 30) requires that “Where land acquisition and resettlement are the responsibility of the government, the client will collaborate with the responsible government agency, to the extent permitted by the agency, to achieve outcomes that are consistent with this PS. In addition, where government capacity is limited, the client will play an active role during resettlement planning, implementation, and monitoring.”

In many jurisdictions, there are a number of gaps between local legislation and IFC PSs, including one or several of the following:

- Acquisition of land by the state usually involves limited consultation—there will generally be prior disclosure in various forms of the state’s plans but no consultation on entitlements and other aspects as required by international standards.

- Public interest and expropriation may be triggered without prior attempts to reach negotiated settlements.

- With a few exceptions, compensation for structures is at market or |
<table>
<thead>
<tr>
<th>Stage</th>
<th>Specific aspects</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>depreciated value rather than full replacement cost.</td>
</tr>
<tr>
<td></td>
<td>• Compensation for land may be at cadastral value, which is lower than the market or full replacement cost.</td>
</tr>
<tr>
<td></td>
<td>• Provisions for compensation of businesses generally fall short of international requirements.</td>
</tr>
<tr>
<td></td>
<td>• People cannot choose between several compensation options—compensation is typically in cash only, although some jurisdictions have provisions for resettlement, replacement properties, or property exchange.</td>
</tr>
<tr>
<td></td>
<td>• Informal users are typically excluded from compensation.</td>
</tr>
<tr>
<td></td>
<td>• Evictions may have taken place with limited safeguards or due process.</td>
</tr>
<tr>
<td></td>
<td>• Livelihood restoration is usually not required, and livelihood or other socioeconomic baseline information is not gathered as a result.</td>
</tr>
<tr>
<td></td>
<td>• There are usually no provisions for vulnerable people in land-acquisition legislation, but other legislation addressing vulnerable people generally exists.</td>
</tr>
<tr>
<td></td>
<td>• Planning documents (RAP/LRP) are generally not required.</td>
</tr>
<tr>
<td></td>
<td>• M&amp;E is not required.</td>
</tr>
</tbody>
</table>

Even where land acquisition is a responsibility of the project proponent, the government may have to intervene (through expropriation) to provide a legal avenue to address difficult cases (absent or deceased landowners, people refusing to negotiate, and so forth).

Where local law or specific project legal arrangements require the government to lead land acquisition, these gaps may be difficult to overcome unless addressed specifically by the project proponent early in the process of developing the project, with a legal formalization in project agreements or other legal documentation.

Scoping these issues as early as possible is paramount, so that mitigations can be developed and legally formalized.

| Scoping | See the points above. Check the legal background for government-led land acquisition and identify gaps per usual gap analysis process (see module 1, “Scoping and Risk Assessment of Land Acquisition Impacts”). Engage government and provide capacity building if required: workshop with relevant officials on PS5 and good practice, “business case” for the state, the project, and the affected population. Seek formal agreement from government on standards, with particular focus on the following: |
|         | • Compensation at full replacement cost and related valuation methodologies |
### Specific aspects

- In-kind compensation (resettlement, land-for-land) rather than cash only
- Consultation and negotiation prior to compulsory procedures being triggered
- Rights of informal users
- No forced evictions
- Baseline studies
- Livelihood-restoration programs
- Formalization of government commitments in the RAP/LRP or Resettlement and Compensation Framework (or policy)

Look into cost-sharing arrangements whereby the government funds costs per local legislation while the private project proponent finances supplemental costs arising from the application of IFC PSs.

Look into fund channeling and government money disbursement issues (channel, processes and approval procedures from the central budget to the affected person or household) and make sure funds can be available in time before land is required (compensation to be paid or effected prior to land entry).

<table>
<thead>
<tr>
<th>Stage</th>
<th>Specific aspects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning</td>
<td>Best efforts approach to implementing the RAP/LRP process (see module 2)</td>
</tr>
<tr>
<td>Stakeholder engagement</td>
<td>Best efforts approach to implementing the RAP/LRP process (see module 3)</td>
</tr>
<tr>
<td>Baseline collection</td>
<td>Best efforts approach to implementing the RAP/LRP process (see module 4)</td>
</tr>
<tr>
<td>Livelihood restoration</td>
<td>Best efforts approach to implementing the RAP/LRP process (see module 5)</td>
</tr>
<tr>
<td>Implementation</td>
<td>Best efforts approach to implementing the RAP/LRP process (see module 6)</td>
</tr>
<tr>
<td>M&amp;E</td>
<td>Best efforts approach to implementing the RAP/LRP process (see module 7)</td>
</tr>
</tbody>
</table>

### III. PUBLIC-PRIVATE PARTNERSHIP (PPP) PROJECTS

Table 8.3. Key Aspects to Consider in PPP Projects

<table>
<thead>
<tr>
<th>Stage</th>
<th>Specific aspects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Background</td>
<td>In many PPP projects, the contractual agreement with the developer obliges the granting authority to deliver land required for establishment of the project to the concessionaire “free of encumbrances,” meaning in practice that the granting authority carries out land acquisition prior to the concessionaire taking possession</td>
</tr>
</tbody>
</table>
### Stage | Specific aspects
--- | ---
Stage of the land. | If the concessionaire seeks finance from an IFI applying international resettlement standards such as IFC PSs, a contradiction may arise because the concessionaire is obliged to meet such standards while the granting authority is not.

**Scoping** | Who will handle land acquisition—the granting authority or the concessionaire? Review in-country PPP legislation if available and/or the PPP agreement and other relevant legal documentation pertaining to respective responsibilities of both. If it is the granting authority:
- What standards will it adopt? Local regulations or IFC PSs? Is it prepared to adopt IFC PSs? How can this be legally formalized?
- What is its track record of past land acquisition for similar projects?
- Has land acquisition already started? Is it possible to carry out an audit of past activities against IFC PSs?
- Will expropriation be used? Is there a possibility that prior to expropriation being triggered a negotiated settlement might be sought?
- Is there a significant risk of forced evictions should some individuals refuse to move?
- Can a RAP or a Supplemental RAP be prepared?
- Can a cost-sharing arrangement be devised and legally sanctioned whereby the granting authority funds costs per local legislation while the concessionaire finances supplemental costs arising from the application of IFC PSs?
- See “Government-Led Land Acquisition” for focus areas.

If it is the concessionaire:
- Is the granting authority comfortable with the concessionaire undertaking land acquisition and resettlement in accordance with IFC’s PS, or is there a precedent of other issues invoked by the granting authority to oppose the application of IFC PSs?
- Can the nonobjection of the granting authority to the application of IFC’s PS by the concessionaire be legally sanctioned, whether in the PPP agreement or otherwise?

**Planning** | See section II, “Government-Led Land Acquisition” of this module and module 2.

**Stakeholder engagement** | See section II, “Government-Led Land Acquisition” of this module and module 3.

**Baseline collection** | See section II, “Government-Led Land Acquisition” of this module and module 4.
Stage | Specific aspects
--- | ---
Livelihood restoration | See section II, “Government-Led Land Acquisition” of this module and module 5.

IV. LEGACY ISSUES

Table 8.4. Key Aspects to Consider in Legacy Issues

<table>
<thead>
<tr>
<th>Stage</th>
<th>Specific aspects</th>
</tr>
</thead>
</table>
| Background | It is not uncommon for a private sponsor to address legacy resettlement issues under the following circumstances:
- Where a government agency (see table 8.2) has taken responsibility for land acquisition prior to the involvement of the private sponsor, for example in a PPP context (see table 8.3)
- Where a previous project sponsor (or a co-sponsor) has handled land acquisition prior to the acquisition of the project by the current sponsor (often the case in mining where a first company takes responsibility for exploration and the first phases of design and construction before selling its interest in the project to another company that finalizes construction and takes charge of operations)
In such situations and if past land-acquisition and resettlement activities have been significant, IFC (and/or other lenders applying similar E&S policies) will typically require an independent audit of past land-acquisition and resettlement activities against IFC PS5 requirements. Where deficiencies are observed, a Corrective Action Plan may be warranted to bring the project into compliance. This thematic guidance on legacy issues addresses the scope of this audit and the contents of a potential Corrective Action Plan where such is warranted. |
| Scope of the audit of legacy issues | What was the scope of past land-acquisition and resettlement exercises in terms of footprint, communities and people affected? Available information:
- Was a planning document prepared? When? By whom? Is it available? Was it disclosed? When? To whom? Was it prepared to PS5 requirements? How close is it to complying with PS5 requirements? Can it be reused, and how significant are the update requirements?
- Were monitoring reports prepared? Are they available? Are they adequate? Do they contain information on the whereabouts and circumstances of displaced people? Do they contain information on specific groups (informal users, women, vulnerable people)? Was a completion audit prepared, and if so what are its conclusions? Were
<table>
<thead>
<tr>
<th>Stage</th>
<th>Specific aspects</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>measures recommended by the completion audit implemented? By whom and when? Were they evaluated?</td>
</tr>
<tr>
<td></td>
<td>• Can affected persons be contacted? How?</td>
</tr>
<tr>
<td>Census, cut-off, and surveys:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Are there still people living in or using the area in spite of the past land-acquisition and resettlement exercise? Did they settle after or before the land-acquisition and resettlement exercise? If a cut-off was declared, did these people settle after the cut-off? Are they aware of the cut-off? How does the local administration consider them: They will have to be compensated, they are illegal but tolerated at this point, or they area squatters to be evicted as soon as possible? How do these people themselves and neighboring communities consider their occupation rights (for example, they accept that they have no rights and are prepared to leave, or they consider themselves rightful occupants)?</td>
</tr>
<tr>
<td></td>
<td>• Was there a census of affected persons? Are the results still available? Are there files, whether paper or electronic? Who keeps them? Are these files accessible?</td>
</tr>
<tr>
<td></td>
<td>• If no census was done or its results are not available, is it possible to obtain lists of affected persons from the local authorities or from affected persons? Can most people’s whereabouts be traced, or are there significant numbers of people whose whereabouts are unknown?</td>
</tr>
<tr>
<td></td>
<td>• Has a cut-off been established? Through what legal mechanisms? How was it communicated to affected persons? Is it known of affected persons?</td>
</tr>
<tr>
<td></td>
<td>• Was a socioeconomic baseline prepared? How adequate is it to properly assess impacts to people and livelihoods?</td>
</tr>
<tr>
<td></td>
<td>• Was an asset survey carried out? How adequate is it? What chances were affected persons given to review the outcome of this survey, and to lodge claims if warranted?</td>
</tr>
<tr>
<td>Expropriation and forced evictions:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Was expropriation (or similar compulsory acquisition procedures) used to acquire land for the project? Did this generate tension in the communities? Was the process followed legally sound? Has it been challenged in court? Are there ongoing open expropriation cases or other litigation?</td>
</tr>
<tr>
<td></td>
<td>• Was any forced eviction carried out? How did it happen? Was there use of public force, and if so was that documented?</td>
</tr>
<tr>
<td></td>
<td>• Were there protests or other forms of public discontent regarding the land-acquisition process?</td>
</tr>
<tr>
<td>Valuation and full replacement cost:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• How were the valuation of affected assets and calculation of compensation carried out (methodology, benchmarks)? Were fixed cadastral values, market values, or replacement values used? Was the valuation carried out</td>
</tr>
<tr>
<td>Stage</td>
<td>Specific aspects</td>
</tr>
<tr>
<td>-------</td>
<td>-----------------</td>
</tr>
<tr>
<td></td>
<td>by professional valuers?</td>
</tr>
<tr>
<td></td>
<td>• How close are the proposed values to full replacement cost? Is the valuation based on centrally set rates that may be outdated or inadequate? Were current market values used in the calculation of full replacement cost or outdated market values? Was depreciation included in the calculation?</td>
</tr>
<tr>
<td></td>
<td>Eligibility and entitlements:</td>
</tr>
<tr>
<td></td>
<td>• Does the entitlement matrix consider all types of impacts?</td>
</tr>
<tr>
<td></td>
<td>• Is the cut-off principle reflected in eligibility rules?</td>
</tr>
<tr>
<td></td>
<td>• Have informal users been taken into consideration and been compensated and/or assisted to restore livelihoods? Are there lists of such beneficiaries?</td>
</tr>
<tr>
<td></td>
<td>• Have users of community resources been considered (fisherpeople, users of NTFP, herders, and so forth)?</td>
</tr>
<tr>
<td></td>
<td>• Have tenants and other occupants holding no ownership rights been considered?</td>
</tr>
<tr>
<td></td>
<td>• Have businesses and their employees been considered?</td>
</tr>
<tr>
<td></td>
<td>• Have gender issues been considered in the establishment of the entitlement matrix?</td>
</tr>
<tr>
<td></td>
<td>• Are unregistered land and structures considered? How?</td>
</tr>
<tr>
<td></td>
<td>• What are affected persons' views of the adequacy of entitlements and eligibility rules?</td>
</tr>
<tr>
<td></td>
<td>SE activities:</td>
</tr>
<tr>
<td></td>
<td>• Has a plan for SE been devised regarding land-acquisition and resettlement activities? Has it been implemented and monitored?</td>
</tr>
<tr>
<td></td>
<td>• Are there records of past SE? Were outcomes of engagement considered in devising entitlements?</td>
</tr>
<tr>
<td></td>
<td>• Was a committee (or several committees) established? Is it still in place? Can members be contacted?</td>
</tr>
<tr>
<td></td>
<td>• Were specific documents prepared to support SE activities? Are they available?</td>
</tr>
<tr>
<td></td>
<td>• Were grievances managed? How? Are there statistics available?</td>
</tr>
<tr>
<td></td>
<td>• Are there outstanding grievances? What are they about?</td>
</tr>
<tr>
<td></td>
<td>• Is there ongoing litigation? What is it about?</td>
</tr>
<tr>
<td></td>
<td>Payment of compensation:</td>
</tr>
<tr>
<td></td>
<td>• Was compensation effected prior to impacts taking place?</td>
</tr>
</tbody>
</table>
|       | • Was compensation in cash paid directly to affected persons or were
<table>
<thead>
<tr>
<th>Stage</th>
<th>Specific aspects</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Stage Specific aspects</td>
</tr>
<tr>
<td></td>
<td>intermediaries used?</td>
</tr>
<tr>
<td></td>
<td>• Where such would be needed, was any training on cash management provided to recipients of cash compensation?</td>
</tr>
<tr>
<td></td>
<td>• Where compensation was paid in cash, is there any indication of what it was used for? Have people restored their livelihoods?</td>
</tr>
<tr>
<td></td>
<td>• How do affected persons perceive the adequacy of cash compensation?</td>
</tr>
<tr>
<td></td>
<td>Delivery of resettlement packages:</td>
</tr>
<tr>
<td></td>
<td>• Are houses adequate? Do they meet local standards?</td>
</tr>
<tr>
<td></td>
<td>• Are houses large enough to accommodate all types of households in decent conditions?</td>
</tr>
<tr>
<td></td>
<td>• What are general structural soundness, temperature issues, quality of roofing material, quality of finish, and so forth?</td>
</tr>
<tr>
<td></td>
<td>• What is the level of satisfaction with house design, size, and construction?</td>
</tr>
<tr>
<td></td>
<td>• What is the level of satisfaction with site planning (streets, location of public infrastructure, plantations, and so forth)?</td>
</tr>
<tr>
<td></td>
<td>• What is the level of satisfaction with community infrastructure (schools, health centers, places of worship, and so forth)? Are they adequately located, designed, and built? Look at use and condition.</td>
</tr>
<tr>
<td></td>
<td>Gender:</td>
</tr>
<tr>
<td></td>
<td>• Were specific gender issues and sensitivities considered in the planning and delivery of resettlement packages and compensation? Was local legislation complied with in terms of spouse agreement (if applicable)? If spouse consent is not envisioned by local legislation, is there another way to obtain spouse consent and ensure that interests and wishes of women are safeguarded in the compensation decision process at household level?</td>
</tr>
<tr>
<td></td>
<td>• Did women have a say at the planning stage? How was their opinion recorded and considered?</td>
</tr>
<tr>
<td></td>
<td>• Were women represented in committees representing affected persons? Were they able to provide their inputs?</td>
</tr>
<tr>
<td></td>
<td>Livelihood restoration:</td>
</tr>
<tr>
<td></td>
<td>• What livelihood-restoration activities were implemented? Over what period of time? With what resources?</td>
</tr>
<tr>
<td></td>
<td>• Has the effectiveness of livelihood restoration been measured? How? What is the outcome? Are there significant gaps in livelihood restoration that would require correction: that is, for certain categories of affected persons such as informal users, fisherpeople, gatherers, herders, that may have been missed, or for vulnerable people, or for women?</td>
</tr>
<tr>
<td>Stage</td>
<td>Specific aspects</td>
</tr>
<tr>
<td>-------</td>
<td>-----------------</td>
</tr>
</tbody>
</table>
| **M&E:** | • Are any M&E reports or data available?  
• What are the outcomes of any available M&E documentation in terms of gaps, complaints, livelihood restoration, satisfaction with resettlement packages, use of compensation, potential for homelessness, or joblessness? |
| **Scope of the corrective action plan** | The Corrective Action Plan should be structured similar to an Environmental and Social Action Plan (ESAP), as follows:  
• Background (project description and sponsor, requirements, key results of audit, period of execution and authors)  
• Limitations if any  
• Results of any supplementary baseline information recommended per the audit and pertaining to the predisplacement situation: for example, additional socioeconomic baseline surveys, additional livelihood surveys, and additional asset surveys  
• Results of any investigations recommended per the audit and pertaining to the postcompensation and resettlement situation: that is, surveys of resettled households in resettlement sites, surveys of compensated people, specific surveys of certain groups that may have been missed in the initial land-acquisition and resettlement exercise, and so forth  
• Results of any technical investigations recommended per the audit, such as assessment of certain services—for example, water, power—at a resettlement site, or assessment of the quality of housing or site development  
• Outcomes of SE carried out for the development of the corrective action plan, including consideration of specific gender issues  
• Action plan in tabular form as follows:  
  o Gap/issue/audit recommendation  
  o Description of activity meant to bridge the observed gap  
  o Timing of activity  
  o Success indicator and responsibility/timing/method for measurement of indicator  
  o Responsibility for activity  
  o Cost and responsibility for funding  
• Further SE activities, including specific gender issues and consideration of vulnerable people in SE activities  
• M&E, including closure and/or completion requirements |
Box 8.1. An Audit of Past Resettlement in a West-African Country

Market project in a large West-African city (with permission from Agence Française de Développement)

When appraising a large market project in a major West African city, Agence Française de Développement (AFD) staff realized that prior to contacting AFD for project funding, the local municipality had evicted a significant number of informal traders from the site earmarked for the market development in an exercise locally known as *déguerpissement*. AFD therefore required an audit of past displacement and resettlement and hired independent consultants (one international and one local) to undertake it. The first condition for success of this audit was to obtain some buy-in from the municipality so that the consultant could interview municipality staff that undertook the *déguerpissement* and obtain access to lists and other information collated by the municipality.

The consultants established a detailed history of the site using a chronological sequence of publicly available satellite images to identify that there had been other evictions and reoccupations in the past, which interviews confirmed. The municipality and local knowledge allowed the consultants to identify a few representatives of affected persons (usually by professional categories, such as mechanics, welders, scrap-metal collectors, food sellers, and so forth). Interviews with these representatives, usually in focus groups to avoid one-on-one interaction, allowed the consultants to establish reasonably accurate lists of affected persons.

The municipality had sought to engage with affected persons and they had been properly informed of the imminence of the operation. However, their input (particularly on resettlement sites) had not been properly considered.

While the municipality had provided resettlement sites to some (but not all) of the categories of affected businesses, these sites were typically inadequate (too far, too small, difficult to access, poorly developed, with no sanitation or water, and so on) and were not used by affected persons;

In addition, no compensation was provided, and the affected businesses were not prioritized or otherwise considered in the design of the new market.

On the positive side, no disproportionate force was used. In fact, a police force was present and monitored the operation, which was carried out by municipal personnel, and there was no violence.

A corrective action plan was developed with several key recommendations. The new project would provide for the proper development of resettlement sites (access, sanitation, water) so that they become more attractive to affected businesses. The action plan would consider activities (for example, mechanics or scrap metal collectors) in the location and design of resettlement sites. Finally, it would ensure that the new market can accommodate some of the affected businesses (such as food or garment traders).
MODULE 9: SECTORAL GUIDANCE

I. HYDROPOWER

Table 9.1. Key Aspects to Consider in Hydropower

<table>
<thead>
<tr>
<th>Stage</th>
<th>Specific aspects</th>
</tr>
</thead>
</table>
| Background| Even if there is a private sponsor, land acquisition in these projects will typically involve the government and likely include compulsory acquisition (expropriation) procedures. Sometimes these have a very large footprint (except run-of-river) with significant physical and economic displacement, which may affect the economy of an entire region. The project may have complex hydrological impacts, during both construction and operations, which makes the delineation of affected areas and livelihood impacts difficult, for example:  
  • Variable water levels (with daily or seasonal fluctuations) both in the reservoir and downstream that make the determination of the affected footprint or grazing systems and to livelihoods as a result. Large and medium HPPs are usually high-visibility projects that receive considerable scrutiny from international and national NGOs, which may require a specific engagement strategy. Reservoirs typically impact the best and most intensively cultivated land in the bottom of river valleys, making agricultural livelihood restoration extremely challenging in some cases. HPP projects often take very long time to develop, and communities may have been told they would be moved decades earlier, thereby finding themselves in limbo of a never-ending predisplacement situation, with many negative effects. |
| Scoping   | Footprint delineation and optimization:  
  • Construction-related facilities such as quarries may entail a significant footprint (sometimes more than the reservoir itself for run-of-river projects), and the details on such footprint may be available only late in the resettlement planning process when selecting final quarry sites is a responsibility of an engineering, procurement and construction contractor.  
  • There may be associated facilities with significant land impacts (relocated roads and bridges, switchyards, transmission lines, and so on) that fall under the responsibility of a different project sponsor.  
  • Exceptional hydrological conditions need to be taken into account when delineating the footprint, particularly downstream. Areas that are not inundated in most hydrological conditions could sometimes be used for agriculture under certain conditions, but robust emergency procedures need to be put in place. |
<table>
<thead>
<tr>
<th>Stage</th>
<th>Specific aspects</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• An iterative optimization of the dam height can help minimize physical and economic displacement. It should always be included in the resettlement scoping exercise. Maximum energy is not necessarily an objective in itself if it is unsustainable from a social perspective. Similarly, alternative sites or routes should be looked into for ancillary facilities such as workers camps, switchyards, or transmission lines.</td>
</tr>
<tr>
<td></td>
<td>• Large reservoirs may cut off villages located above the water line from their agricultural or grazing land located below it, in which case the resettlement of the community may be necessary even though their houses are not affected.</td>
</tr>
<tr>
<td></td>
<td>Scoping of livelihood impacts:</td>
</tr>
<tr>
<td></td>
<td>• Impacts to fisheries and/or other activities both upstream and downstream have to be considered, with specific impacts during construction (changes to hydrology and river level caused by diversions or temporary obstacles in river). Impacts related to downstream activities and those impacts where there is no land acquisition or restriction of access to land use will be addressed under PS1.</td>
</tr>
<tr>
<td></td>
<td>• Activities that are impacted may include, in addition to fisheries, tour operators operating rafting or kayaking tours, picnic sites and restaurant on riverside scenic spots, sand and gravel extraction, and gold or other mineral extraction from alluvial deposits</td>
</tr>
<tr>
<td></td>
<td>• Livelihood impacts are sometimes so significant (where no replacement agricultural land is available, for instance) that the project will eventually appear unfeasible or will need to be substantially amended (reduction of dam height to minimize impacts, for example). Inputs from resettlement specialists should be systematically sought at the prefeasibility stage in hydropower projects.</td>
</tr>
<tr>
<td></td>
<td>Legal aspects and government involvement:</td>
</tr>
<tr>
<td></td>
<td>• Hydropower projects are typically public interest projects, even where a private investor is involved. Land acquisition is often a government responsibility as a result. The legal review to be done at scoping needs to identify any gaps against PS5 in both legislation and usual government practice.</td>
</tr>
<tr>
<td></td>
<td>• Some jurisdictions have stringent land-management regulations applicable to water bodies and/or reservoir protection. These must be factored in the footprint review, as certain agricultural or husbandry activities may not be permissible anymore in the watershed.</td>
</tr>
<tr>
<td></td>
<td>• Impacts to water- or river-associated cultural sites take place in many hydropower projects. They need to be understood early in the process, as their sensitivity may be significant.</td>
</tr>
<tr>
<td>Planning</td>
<td>Devising an appropriate compensation package for affected fisherpeople may be difficult and requires sufficient and ongoing consultation, keeping speculative risks in mind.</td>
</tr>
<tr>
<td>Stakeholder</td>
<td>As numbers of displaced people can be significant, with large resettlement sites as</td>
</tr>
<tr>
<td>Stage</td>
<td>Specific aspects</td>
</tr>
<tr>
<td>------------------</td>
<td>----------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| engagement       | a result, engagement with host communities can have more importance than in other types of projects.  
Adequately understand specificities of grave moving and associated engagement, information, and disclosure.  
Engage specifically with custodians of cultural sites. |
| Baseline collection | Impacts to grazing areas or flood-recession-based agricultural systems are often overlooked. Similarly, impacts to wetlands or riparian woodlands may cause impacts to livelihoods: for example, gathering, ligneous and nonligneous forest products, and herbs.  
Impacts to other river usage such as sand miners or rafting may need to be assessed.  
Identification of fisherpeople can be difficult, with potential for speculation. A strategy for fishery baseline collection (including setting a proper cut-off) should be devised as of scoping, in coordination with the ESIA.  
Where entire villages are affected, and burial grounds are affected as a result, a specific survey of graves may be required to identify next-of-kin, with mandatory time periods provided by legislation for notices and agreement. This must be factored in within the baseline collection and SE strategy.  
Consider orphan land in the asset survey: land that is not directly affected but cannot be farmed any longer because of project impacts or resettlement of the land users. |
| Implementation    | For the larger dams and reservoirs, construction and in-filling may occur in phases over a long period of time (sometimes more than 10 years). It is therefore important to schedule and implement the moves in successive waves.  
Some jurisdictions have stringent reservoir preinfilling clean-up regulations (and associated reservoir acceptance) that may entail specific constraints to the schedule of moves and demolition.  
Where vegetation needs to be cleared prior to in-filling, there may be benefits in devising a strategy for the communities to benefit from this. |
| Livelihood restoration | The positive impacts to fisheries of the reservoir establishment may be overstated by developers and their fishery consultants. While there may be potential for fishing in reservoirs, materializing this potential is not always easily accessible to current subsistence fisherpeople, who will not have the training or equipment to capture these opportunities.  
In such cases, the transition of subsistence fisherpeople to the new hydrologic conditions needs to be aggressively supported by specific livelihood-restoration measures.  
The same applies to agriculture, particularly where a certain type of agricultural system is not feasible in the postdam situation: for example, flood-recession crops. Even if other agricultural land is available, the transition to a different agricultural |
II. RENEWABLE ENERGY

Table 9.2. Key Aspects to Consider in Renewable Energy

<table>
<thead>
<tr>
<th>Stage</th>
<th>Specific aspects</th>
</tr>
</thead>
</table>
| Background | Renewable energy projects, because they are expected to be environmentally friendly, are not necessarily subject to the same level of due diligence and scrutiny as other projects.  
Developers of renewable energy projects expect to be able to purchase land in willing buyer–willing seller transactions, without resorting to expropriation. However, experience shows that this is not always possible.  
There may be many small, separate elements of the footprint (particularly wind turbines). Even if discrete impacts of one facility seem benign, consider cumulative impacts on livelihoods and natural resources.  
Typically, there is no physical displacement. Land-acquisition impacts not very high on the overall E&S agenda as a result. This might mean that they are given insufficient attention, particularly in terms of economic displacement. |
| Scoping   | For smaller facilities, there may be potential for relocation of all or most elements of the facility to other land plots, making a willing buyer–willing seller approach feasible. This might be the case where all facilities can be relocated if the landowner is unwilling to sell and the project sponsor can commit not to use compulsory acquisition under any circumstances.  
However, a RAP/LRP type planning approach should also be utilized even if willing buyer–willing seller transactions are sought. Inconsistent land transactions could lead to community discontent and jealousy, and it is therefore preferable to adopt a RAP/LRP approach, including SE and negotiations around compensation rates and other benefits at community level.  
Access roads and other ancillary facilities may account for a large part of the overall land impacts. |
| Planning  | Even if amicable transactions are sought, land rates should be homogeneous and based on reasonable valuations, without space for bargaining.                                                                                      |
### Stakeholder engagement
Even if amicable transactions are sought, there must be a reasonable level of community-engagement activities around land acquisition, to enhance transparency and avoid jealousy.

### Baseline collection
Even if amicable transactions are sought, baseline socioeconomic and livelihood information should be obtained, to be able to demonstrate that affected livelihoods were restored.

### Implementation
Track and document transactions per normal RAP/LRP process. Avoid haphazard bargaining. Consider providing a reasonable premium to landowners prepared to sell their land within a set time period, as long as the process related to this premium is transparent.

### Livelihood restoration
Land impacts may be generally limited, but some landowners or land users could be significantly affected, particularly by photovoltaic plants. These landowners or land users will be considered as economically displaced and should benefit from livelihood-restoration activities per a normal RAP/LRP process.

### M&E
Monitor per normal RAP and LRP process.

## III. Mining
Table 9.3. Key Aspects to Consider in Mining

<table>
<thead>
<tr>
<th>Stage</th>
<th>Specific aspects</th>
</tr>
</thead>
</table>
| Background | Mining usually a large footprint with significant physical and economic displacement, which may affect the economy of an entire region. Significant nondisplacement social impacts may affect the process of resettlement and require the integration of the resettlement assessment into a broader social impact assessment:  
  - With in-migration of workers and job seekers and potential for conflict between locals and nonlocals, the resettlement and compensation process may make acute conflict more likely  
  - The presence of have-nots (the workers) and have-nots (the job seekers), may affect community engagement on resettlement issues.  
  - There is potential for external interference and speculation. |
| Scoping    | Footprint delineation and optimization:  
  - The entire footprint is rarely defined at the time of scoping impacts, and sometimes occurs much later, with exploration going on while the first phases of the project are already in operation. This can make it difficult or even impossible to have a proper image of long-term land, influx, and livelihood impacts, with negative implications to the process of identifying resettlement |
<table>
<thead>
<tr>
<th>Stage</th>
<th>Specific aspects</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>sites, for example.</td>
</tr>
<tr>
<td></td>
<td>• Not only is the full footprint not always known at project inception, but the timing of development of the different phases of the project (and associated land acquisition) is not always known. It may also vary after the project has started, if there is a significant change in commodity price, for example.</td>
</tr>
<tr>
<td></td>
<td>• Protection zones entailed by regulations or required for technical, environmental, or safety reasons often entail a large footprint in addition to the pits and facilities. Sometimes, temporary access to local residents and for agricultural uses are still possible in these protection zones. These uses must be considered in the overall footprint assessment.</td>
</tr>
<tr>
<td></td>
<td>• Where noise, dust, and flying rock are issues, berms can help reduce the size of protection zones and protect nearby communities from environmental impacts.</td>
</tr>
<tr>
<td></td>
<td>• For open-pit mining, opportunities for minimizing or optimizing the footprint may be limited: the pits have to be where the ore body is located, and a change to an underground mining method is generally not realistic. However, there is often more flexibility for facilities such as processing plants, tailings storage facilities, water dams, pipe and transmission lines, or access roads. Also, for some minerals often found in relatively shallow orebodies (bauxite), ongoing reinstatement of closed pits may offer opportunities for land hand-back and related footprint minimization. Workshops between resettlement, environment, and mine planning or orebody specialists are required at the time of scoping impacts.</td>
</tr>
<tr>
<td></td>
<td>• For underground mining, risks of subsidence have to be assessed before the final footprint is assessed.</td>
</tr>
<tr>
<td></td>
<td>Engagement:</td>
</tr>
<tr>
<td></td>
<td>• As of scoping, the right balance between meaningful information disclosure and engagement on the one hand and managing speculation risks on the other must be sought.</td>
</tr>
<tr>
<td></td>
<td>• Adequate information security provisions must be put in place within the mining company to avoid having sensitive footprint information leaked to potential speculators and land grabbers.</td>
</tr>
<tr>
<td></td>
<td>• At the same time, communities must be informed in timely fashion in advance of the potential displacement.</td>
</tr>
<tr>
<td></td>
<td>Legal aspects and government involvement:</td>
</tr>
<tr>
<td></td>
<td>• In most jurisdictions, land acquisition for mining projects involves the government, to varying degrees. The legal review to be done at scoping needs to identify what the role of the government is going to be and any gaps against PS5 in both legislation and usual government practice.</td>
</tr>
<tr>
<td></td>
<td>• The interaction between the licensing-permitting and the land-acquisition processes may be complex from both a schedule and timing perspective.</td>
</tr>
</tbody>
</table>
|       | • A joint review of mining legislation, environmental legislation, and land legislation is usually required to understand interactions among the different
<table>
<thead>
<tr>
<th>Stage</th>
<th>Specific aspects</th>
</tr>
</thead>
<tbody>
<tr>
<td>pieces of law and to devise an integrated permitting-licensing, ESIA and land-acquisition process that works.</td>
<td>• It is important to ensure that “condemnation” drilling is carried out before any resettlement sites are selected and developed. This is to avoid repeated displacement of the same communities.</td>
</tr>
<tr>
<td></td>
<td>• It is not common to involve resettlement or social experts in the exploration phases of the project. There may be negative legacies of early project phases, which may have been carried out by a different company and sometimes long before the mine development. It is important to understand whether such legacies may affect the resettlement process and to include corrective activities in the resettlement plan if warranted.</td>
</tr>
<tr>
<td></td>
<td>• Where the mine will be developed in several phases, a resettlement framework approach can be useful, whereby a framework is developed to encompass all phases and include all principles that will apply throughout the successive phases, whereas each phase is covered by a discrete RAP covering that phase only (with its specific cut-off).</td>
</tr>
<tr>
<td>Planning</td>
<td>See normal planning process in module 2.</td>
</tr>
<tr>
<td>Stakeholder engagement</td>
<td>See above (stage on scoping) on balancing the needs of preventing speculation and meaningful and timely engagement. Apart from the affected parties, a broad range of interested parties should be involved in land-acquisition and resettlement planning, including government at various levels and in various agencies, civil society organizations, and international NGOs.</td>
</tr>
</tbody>
</table>
| Baseline collection   | Coordination between ESIA baseline collection and that required for RAP development is particularly critical in mining projects. Areas of investigation may be different, with misunderstanding quite common—people surveyed for ESIA purposes start to think they may be displaced even when this is not the case—and the risks of community survey fatigue are high. Seek proper coordination between both exercises to avoid duplication of effort and survey fatigue. Livelihood baseline information is particularly critical because impacts to livelihoods may be significant. This must include a comprehensive assessment of the economic and cultural dependency on land that will be affected (in most cases permanent), including nonagricultural uses such as grazing and gathering. Where blasting is going to be significant or if there are risks of subsidence or other similar disturbances, it may be useful to take a baseline of nonaffected buildings to be able to manage potential damage claims if they arise later. Scheduling baseline collection:  
  • Carefully coordinate the schedule of the successive phases of baseline collection, with cut-off dates that are not too long before the actual relocation of affected persons.  
  • Do not start baseline collection if the footprint of a first phase of mining and |
<table>
<thead>
<tr>
<th>Stage</th>
<th>Specific aspects</th>
</tr>
</thead>
</table>
| related facilities is not defined with a sufficient level of accuracy. Surveying areas that will eventually not be displaced is never a good thing.  
- Where land take is not going to happen for several years, do not undertake baseline collection. Adapt successive cut-off dates (and related baseline surveys) to a realistic schedule of mine development. |
| Livelihood restoration         | The development of mining projects causes rapid economic growth, which makes planning of livelihood restoration and community development particularly challenging:  
- Early construction brings employment influx and economic development, but the end of construction can bring a sharp economic decline.  
- The cycles of commodity prices also bring about phases of rapid project expansion and economic growth followed by lower commodity prices and resulting retrenchment.  
- Neighboring communities tend to lose appetite for traditional activities like agriculture or animal husbandry, because the mining project brings an expectation of salaried employment and a more comfortable life. The interest for agriculture-based livelihood restoration may be limited as a result.  
Livelihood-restoration activities for affected persons must be planned being mindful of broader community development and training initiatives, whether the latter originate in the mining company, the government, or other parties such as NGOs.  
Projects need to develop mechanisms that invest in long-term livelihood-restoration solutions and community development and ensure that funds are available to sustain these activities during low commodity prices and at project closure. There are examples of successful community foundations that develop investment funds for long-term development and can consolidate or broaden livelihood-restoration activities. |
| Implementation                 | See normal planning process in [module 6](#).                                                                                                   |
| M&E                            | Because livelihood impacts will usually be significant, ensure that the completion audit takes place only once sufficient time has elapsed after the displacement (at least three years and sometimes significantly more).  
For mining projects involving several successive phases of development, make sure that lessons learned from early phases are applied to the resettlement planning in later phases. |
## IV. OIL AND GAS (ONSHORE)

### Table 9.4. Key Aspects to Consider in Onshore Oil and Gas

<table>
<thead>
<tr>
<th>Stage</th>
<th>Specific aspects</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Background</strong></td>
<td>Onshore oil and gas fields are typically complex projects with multiple components and associated facilities. They can use significant pieces of land for the following:</td>
</tr>
<tr>
<td></td>
<td>• Wells, but it is usually possible to reclaim part of the well pad once drilling and completion works are complete</td>
</tr>
<tr>
<td></td>
<td>• Flow lines and pipelines, usually underground, with agriculture possible on associated corridors, although with restrictions) depth of roots, weight of machinery, and so on)</td>
</tr>
<tr>
<td></td>
<td>• Power transmission lines, which can be overhead or underground</td>
</tr>
<tr>
<td></td>
<td>• Access roads and associated infrastructure and upgrade works</td>
</tr>
<tr>
<td></td>
<td>• Exploration investigations (seismic lines and other geophysical methods)</td>
</tr>
<tr>
<td></td>
<td>• Exploration, construction, and operations camps</td>
</tr>
<tr>
<td></td>
<td>• Processing facilities</td>
</tr>
<tr>
<td></td>
<td>• Ancillary facilities associated with loading and export</td>
</tr>
<tr>
<td></td>
<td>There are numerous opportunities for footprint minimization and optimization:</td>
</tr>
<tr>
<td></td>
<td>• Directional drilling allows for grouping several wellheads on one well pad, thereby significantly reducing footprint and giving flexibility to the location of well pads: for example, away from settlements or valuable agricultural areas</td>
</tr>
<tr>
<td></td>
<td>• Routing of linear infrastructure: for example, flow- and pipelines, transmission lines, roads</td>
</tr>
<tr>
<td></td>
<td>• Location of processing plants and camps</td>
</tr>
<tr>
<td></td>
<td>Oil and gas projects typically evolve, as actual operations of multiple wells allow reservoir modelling to be refined. More wells may result from this refinement, or wells in different locations that were not initially anticipated, with resulting effects to the footprint of the well pads themselves and ancillary facilities.</td>
</tr>
<tr>
<td></td>
<td>Oil and gas development entails the long periods of exploration that precede actual project development, with the succession of several phases of intense activity and presence in the field and sometimes long periods when nothing or very little happens in the field, which constitutes a significant challenge when engaging communities and maintaining a long-term social license to operate.</td>
</tr>
<tr>
<td></td>
<td>Transactions between operators may take place during the different phases of a project, with different teams coming on board, sometimes different policies and approaches to community engagement, resettlement, and compensation.</td>
</tr>
<tr>
<td><strong>Scoping</strong></td>
<td>Review the footprint closely and jointly with project planners and environmental specialists, looking into opportunities for minimization and optimization.</td>
</tr>
<tr>
<td></td>
<td>Liaise with project and reservoir planners to consider different probable footprint</td>
</tr>
<tr>
<td>Stage</td>
<td>Specific aspects</td>
</tr>
<tr>
<td>----------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>evolution scenarios and establish potential long-term views of the project footprint and resulting land availability in the area. Take this into consideration when devising livelihood-restoration options and resettlement areas.</td>
</tr>
<tr>
<td></td>
<td>In cooperation with project engineers and planners, seek to understand as thoroughly as possible the nature of restrictions that will apply in buffer zones around facilities (will agriculture be possible, will grazing be possible, and so forth).</td>
</tr>
<tr>
<td></td>
<td>Categorize land needs and land impacts accordingly: temporary versus permanent, temporary with reinstatement to previous condition or not, restricted and nature of restrictions, and so forth. Consider specific restrictions associated with explosive risks, emergency situations, and temporary operations such as flaring.</td>
</tr>
<tr>
<td></td>
<td>Based on these considerations, devise the approach to resettlement planning and phasing, including related documentation and engagement planning (framework approach and/or successive RAPs) keeping in mind long-term impacts on land availability and use in the area.</td>
</tr>
<tr>
<td></td>
<td>Consider any potential legacies associated with previous project phases, including those that may have taken place long ago under the responsibility of different sponsors.</td>
</tr>
<tr>
<td></td>
<td>Consider the additional pressure put on land and natural resources by migrants, whether project employees and their families or job seekers.</td>
</tr>
<tr>
<td></td>
<td>For projects that include a marine export terminal, see the offshore oil and gas guidance in table 9.5.</td>
</tr>
<tr>
<td>Planning</td>
<td>See normal planning process in module 2.</td>
</tr>
<tr>
<td>Stakeholder engagement</td>
<td>See mining guidance in table 9.3 on balancing the needs of preventing speculation and meaningful and timely engagement.</td>
</tr>
<tr>
<td></td>
<td>Apart from the affected parties, a broad range of interested parties will usually have to be involved in land-acquisition and resettlement planning, including government at various levels and in various agencies, civil society organizations, and international NGOs.</td>
</tr>
<tr>
<td>Baseline collection</td>
<td>Similar to the case for mining (refer to table 9.3), coordination between ESIA baseline collection and that required for RAP development is critical. Seek proper coordination between both exercises to avoid duplication of effort and survey fatigue.</td>
</tr>
<tr>
<td></td>
<td>Livelihood baseline is critical because impacts to livelihoods may be significant. See mining guidance in table 9.3.</td>
</tr>
<tr>
<td></td>
<td>Similar to the case in mining, phased development of oil fields may pose specific cut-off and census or baseline scheduling challenges. Think this through carefully and adapt cut-off dates (and related baseline surveys) to a realistic schedule of field development.</td>
</tr>
<tr>
<td>Stage</td>
<td>Specific aspects</td>
</tr>
<tr>
<td>------------------------</td>
<td>----------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Livelihood restoration</td>
<td>See mining guidance in table 9.3 and module 5.</td>
</tr>
<tr>
<td>Implementation</td>
<td>See normal implementation process in module 6.</td>
</tr>
<tr>
<td>M&amp;E</td>
<td>Because livelihood impacts will usually be significant, ensure that the completion audit takes place only once sufficient time has elapsed after the displacement (at least three years and sometimes significantly more). For projects involving several successive phases of development, make sure that lessons learned from early phases are applied to the resettlement planning in later phases.</td>
</tr>
</tbody>
</table>

### V. **OIL AND GAS (OFFSHORE), INCLUDING LIQUEFIED NATURAL GAS TERMINALS AND OTHER MARINE OPERATIONS**

Table 9.5. Key Aspects to Consider in Offshore Oil and Gas

<table>
<thead>
<tr>
<th>Stage</th>
<th>Specific aspects</th>
</tr>
</thead>
</table>
| Background | While little or no land will usually be required, impacts to livelihoods may still be significant in terms of prohibition or restrictions to fishing and/or vessel movements around facilities. Impacts will typically be experienced in both construction and operations:  
- Dredging and other construction-related operations may generate turbidity with impacts on spawning grounds or fish movements.  
- Safety zones around maneuvering vessels may be required by local and maritime regulations, thereby impeding or restricting fishing boat movements.  
- Buoys and other superstructures or sea bottom structures including pipelines may create obstacles to both fishing boats and nets or lines. |
| Scoping    | In most jurisdictions, the legal framework around impacts to fishing and related compensation or livelihood restoration is weak or nonexistent. As a result, there are usually no accepted methodologies to define areas of influence or baseline catches.  
The scoping stage must thoroughly define who will be doing what in terms of impact assessment, consultation, and planning mitigations and compensation.  
For impacts to fishing, the linkage between the ESIA and livelihood impact assessment is critical. There is a risk of livelihood impacts not being properly assessed as ESIA fishery specialists (usually biologists) may consider this beyond their scope and abilities, while no provisions are being made to establish a link with another team, such as a RAP/LRP team. |
<table>
<thead>
<tr>
<th>Stage</th>
<th>Specific aspects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning</td>
<td>It may be best to seek full integration of the livelihood impact assessment into the ESIA to ensure this link is not diluted among several different teams hired under different contracts. Refer to IFC “Addressing Project Impacts on Fishing-Based Livelihoods—A Good Practice Handbook: Baseline Assessment and Development of a Fisheries Livelihoods Restoration Plan.” Refer to module 2.</td>
</tr>
<tr>
<td>Stakeholder engagement</td>
<td>Refer to IFC “Addressing Project Impacts on Fishing-Based Livelihoods—A Good Practice Handbook: Baseline Assessment and Development of a Fisheries Livelihoods Restoration Plan.” Refer to module 3.</td>
</tr>
<tr>
<td>Livelihood restoration</td>
<td>Refer to IFC “Addressing Project Impacts on Fishing-Based Livelihoods—A Good Practice Handbook: Baseline Assessment and Development of a Fisheries Livelihoods Restoration Plan.” Refer to module 5.</td>
</tr>
<tr>
<td>Implementation</td>
<td>Refer to IFC “Addressing Project Impacts on Fishing-Based Livelihoods—A Good Practice Handbook: Baseline Assessment and Development of a Fisheries Livelihoods Restoration Plan.” Refer to module 6.</td>
</tr>
<tr>
<td>M&amp;E</td>
<td>Refer to IFC “Addressing Project Impacts on Fishing-Based Livelihoods—A Good Practice Handbook: Baseline Assessment and Development of a Fisheries Livelihoods Restoration Plan.” Refer to module 7.</td>
</tr>
</tbody>
</table>
### VI. LINEAR PUBLIC INFRASTRUCTURE

#### Table 9.6. Key Aspects to Consider in Linear Public Infrastructure

<table>
<thead>
<tr>
<th>Stage</th>
<th>Specific aspects</th>
</tr>
</thead>
</table>
| Background | Linear projects include roads, railroads, power transmission lines, pipelines (usually water, oil, and gas), and fiber optic and other cables.  
Key specificities of linear projects from a land-acquisition and resettlement perspective are the following:  
• Linear public infrastructure projects such as roads and railways are usually public interest projects with government involvement: see guidance on PPP projects (table 8.3) and “Government-Led Land Acquisition” in module 8.  
• They can involve a large number of transactions, sometimes in the thousands or tens of thousands for the longest projects, which can raise capacity issues, particularly where government agencies have to be involved in the land-acquisition process and if project schedules are tight.  
• Economic displacement impacts may be significant, but because these projects often entail no or limited physical displacement, particularly for infrastructure that can be rerouted to avoid settlements and houses, they are often perceived as benign projects and livelihood issues are not given sufficient attention as a result.  
• Construction impacts are often significant (dust, noise, traffic, and worker influx), which tends to complicate engagement pertaining to land acquisition and resettlement.  
• Where existing roads are widened, the fate of existing roadside businesses (filling stations, bars and restaurants, temporary food traders, and so forth) will often constitute one of the most sensitive displacement and livelihood issues, particularly where such businesses are informally occupying the roadside.  
• Severance and orphan land (see “Glossary”) can be significant issues;  
• For projects that entail temporary occupation of land for construction and permanent rights-of-way, easement, or servitude rights, such as for transmission lines and pipelines, the calculation of compensation can be complex.  
Projects will typically involve a large number of communities over a territory that may be quite large (sometimes several hundred kilometers). These communities may belong to different administrative units, and have linguistic, cultural, and sociopolitical differences, which will need to be considered when devising engagement and associated resources. |
| Scoping   | Footprint minimization and optimization:  
• Review opportunities for rerouting in cooperation with project engineers and planners early in the process of project development.  
• Consider ancillary facilities in the footprint minimization and optimization |
<table>
<thead>
<tr>
<th>Stage</th>
<th>Specific aspects</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>exercise. Some of these may be permanent: pumping stations, maintenance areas, and so forth, and others will be construction related—borrow pits and quarries, construction camps, and the like.</td>
</tr>
<tr>
<td></td>
<td>• Consider mandatory operational buffers and rights-of-way or areas that will be restricted for public safety reasons in the footprint minimization and optimization exercise. In cooperation with project engineers and planners, seek to understand as thoroughly as possible the nature of restrictions that will apply in these buffers: Will residency and construction of residential houses and other buildings be possible? Will agriculture be possible? Will grazing be possible? Will informal trade be possible? Others will also apply.</td>
</tr>
<tr>
<td></td>
<td>• Categorize land needs and land impacts accordingly: temporary versus permanent, temporary with reinstatement to previous condition or not, exact nature of restrictions and implications to usability of land, and so forth. Consider specific restrictions associated with electro-magnetic fields (transmission lines), explosive risks (pipelines), and emergency situations.</td>
</tr>
<tr>
<td>Capacity and resources:</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Where government agencies are involved in identification, valuation, or compensation and payment processing, assess the capability of these agencies to carry out the tasks within the timeframe requirement of the project. If capacity gaps are observed, consider support and confirm the agencies' acceptance of this support.</td>
</tr>
<tr>
<td></td>
<td>• Consider cultural and sociopolitical differences when planning engagement and associated resources.</td>
</tr>
<tr>
<td></td>
<td>• Assess the accuracy and currency of cadastral information so that resources that may be necessary to update such information are identified upfront. It may be necessary to resurvey the area, and the process to effect changes to cadastral information may be difficult to manage and cause significant delays.</td>
</tr>
<tr>
<td></td>
<td>• Consider issues such as co-ownership, absent landowners, deceased owners, and so forth when devising the process and resources for land acquisition. The 10 percent of land transactions with such situations may require 90 percent of resources and time. Secure legal support from land-acquisition and expropriation lawyers to deal with such situations but make sure that legal constraints do not lead to oversight of livelihood aspects and compliance with international standards.</td>
</tr>
<tr>
<td>Planning</td>
<td>If only few households are physically displaced over a large territory (as would be typical for a linear project), give consideration to the benefits of in-fill resettlement (see module 2.VII.C.ii), &quot;Resettlement without a resettlement site&quot;) within existing communities.</td>
</tr>
<tr>
<td></td>
<td>Assess thoroughly the nature and width of the different corridors of impact, using applicable legislation and standards or the ESIA in close cooperation with design and environmental assessment teams and construction contractor:</td>
</tr>
<tr>
<td></td>
<td>• A temporary construction corridor may be wider than the final footprint, as there may be a need for a construction track along the linear infrastructure or</td>
</tr>
<tr>
<td>Stage</td>
<td>Specific aspects</td>
</tr>
<tr>
<td>-------</td>
<td>-----------------</td>
</tr>
</tbody>
</table>
| Staging areas. | • There may be a need for a permanent operation corridor and footprint: this would include the final footprint of the road or rail track, including ancillary infrastructure such as drainage and storage ponds, the potential for a permanent maintenance track along the pipe- or overhead line, the footprint of towers or block valves, and any other permanent facilities.  
• Permanent restrictions may be needed along the infrastructure, such as restrictions to building and residency related to explosive risks or electromagnetic field impacts. Consider the width of restricted corridors and the exact nature of restrictions.  
• Restrictions and disturbance may result from environmental impacts such as noise or vibrations.  

Categorize properly the different land requirements of the project (length of occupation, type of impact) so that compensation reflects the duration and nature of impacts.  
Make sure any restriction is compensated. Not all jurisdictions mandate compensation for, for example, transmission line corridors, whereas landowners and land users experience long-term inconvenience and/or losses in land value and should receive reasonable compensation accordingly.  
Use mandated compensation calculation methods for the different types of restrictions if such exist in the jurisdiction. If no such methods exist, devise a consistent calculation methodology based on the nature of restrictions: for example, seek to calculate the diminished value of land resulting from a restriction on building if the land is constructible.  
Give consideration to payment modalities for restriction compensation, either as a one-off or as yearly payments.  
Devise a methodology to address orphan land and severance, either on a claim basis or proactively. Prepare objective criteria to review orphan land claims and make sure these are disseminated to potentially affected landowners and land users.  
Where some of the land is going to be handed back to landowners or land users after the construction period (for example, pipeline construction corridors, construction camps, and so forth), make sure the legal and practical processes for this hand back are addressed in the planning documentation.  
Refer to module 2. |
| Stakeholder engagement | In planning SE, give due consideration to the specificities of dealing with a large territory with administrative, cultural, and sociopolitical differences. Adapt approaches and resources accordingly.  
Refer to module 3. |
Baseline collection

Collecting asset and livelihood data from large numbers of landowners and land users may represent a considerable task and require considerable resources.

Do not overlook collection of information on livelihoods, even if economic displacement impacts may initially appear benign.

Refer to module 4.

Livelihood restoration

Refer to module 5.

Implementation

Consider the potential for large numbers of grievances over a large territory and dedicate resources to grievance processing accordingly.

Ensure that contractor land needs arising at the time of construction are addressed consistently with other project land needs. Envision that such needs be addressed by the project owner rather than by the contractor.

Refer to module 6.

M&E

Refer to module 7.

VII. MARINE PORTS

Table 9.7. Key Aspects to Consider in Marine Ports

<table>
<thead>
<tr>
<th>Stage</th>
<th>Specific aspects</th>
</tr>
</thead>
</table>
| Background| Usually only limited land onshore will be required, but impacts to livelihoods may still be significant because of prohibition or restrictions to fishing and small boat presence related to vessel movement around facilities and impacts to activities on nearby beaches, such as recreational activities or sand extraction. Impacts will typically be experienced in both construction and operations:  
- Dredging and other construction-related operations may generate turbidity with impacts on spawning grounds or fish movement and will also cause restriction to vessel movement.  
- Construction and operations may impede access to beach areas critical for recreational activities and/or coastal gathering.  
- Safety zones around maneuvering vessels may be required by local and maritime regulations, impeding or restricting fishing boat movements.  
- Buoys and other superstructures may create obstacles to both fishing boats and nets or lines. |
| Scoping   | In most jurisdictions, the legal framework around impacts to fishing and related compensations or livelihood restoration is weak or nonexistent. As a result, there are usually no accepted methodologies to define areas of influence or baseline catches.  
The scoping stage must thoroughly define who will be doing what in terms of |
<table>
<thead>
<tr>
<th>Stage</th>
<th>Specific aspects</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>impact assessment, consultation, and planning for mitigations and compensation:</td>
</tr>
<tr>
<td></td>
<td>• For impacts to fishing, the link between ESIA and the livelihood impact assessment is critical. There is a risk of livelihood impacts not being properly assessed as ESIA fishery specialists (usually biologists) may consider this beyond their scope and abilities, while no provisions are being made to establish a link with another team, such as a RAP/LRP team.</td>
</tr>
<tr>
<td></td>
<td>• It may be best to seek full integration of the livelihood impact assessment into the ESIA to ensure this link is not diluted among several different teams hired under different contracts.</td>
</tr>
<tr>
<td>Planning</td>
<td>Refer to IFC “Addressing Project Impacts on Fishing-Based Livelihoods—A Good Practice Handbook: Baseline Assessment and Development of a Fisheries Livelihoods Restoration Plan.” Refer to module 2.</td>
</tr>
<tr>
<td>Stakeholder engagement</td>
<td>Refer to IFC “Addressing Project Impacts on Fishing-Based Livelihoods—A Good Practice Handbook: Baseline Assessment and Development of a Fisheries Livelihoods Restoration Plan.” Refer to module 3.</td>
</tr>
<tr>
<td>Livelihood restoration</td>
<td>Refer to IFC “Addressing Project Impacts on Fishing-Based Livelihoods—A Good Practice Handbook: Baseline Assessment and Development of a Fisheries Livelihoods Restoration Plan.” Refer to module 5.</td>
</tr>
<tr>
<td>Implementation</td>
<td>Refer to IFC “Addressing Project Impacts on Fishing-Based Livelihoods—A Good Practice Handbook: Baseline Assessment and Development of a Fisheries Livelihoods Restoration Plan.” Refer to module 6.</td>
</tr>
<tr>
<td>M&amp;E</td>
<td>Refer to IFC “Addressing Project Impacts on Fishing-Based Livelihoods—A Good Practice Handbook: Baseline Assessment and Development of a Fisheries Livelihoods Restoration Plan.” Refer to module 7.</td>
</tr>
</tbody>
</table>
## Glossary

<table>
<thead>
<tr>
<th>Term</th>
<th>Meaning and comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adequate Housing</td>
<td>Adequate housing or shelter can be measured by quality, safety, affordability, replicability, habitability, cultural appropriateness, accessibility, and locational characteristics. It should allow access to employment options, markets, and basic infrastructure and services such as water, electricity, sanitation, health care, and education. PS5 requires that adequate housing and security of tenure be afforded to displaced persons at resettlement sites.</td>
</tr>
<tr>
<td>Affected Person</td>
<td>Person (whether natural or legal) experiencing either physical or economic displacement. See also displaced person and project-affected person.</td>
</tr>
<tr>
<td>Allowance</td>
<td>Cash paid in respect of losses or resettlement-related expenses other than losses of immoveable assets. For example, tenants can be provided with a cash allowance to support their effort to secure alternative housing. A moving allowance can be paid to people who have to relocate as a result of project land access. An allowance should be distinguished from compensation, which is intended to cater for the loss of an immoveable asset.</td>
</tr>
<tr>
<td>Area of Influence</td>
<td>Per IFC's PS1, the project area of influence encompasses, as appropriate:</td>
</tr>
<tr>
<td></td>
<td>• The area likely to be affected by: (i) the project and the client's activities and facilities that are directly owned, operated or managed (including by contractors) and that are a component of the project (ii) impacts from unplanned but predictable developments caused by the project that may occur later or at a different location; or (iii) indirect project impacts on biodiversity or on ecosystem services upon which Affected Communities' livelihoods are dependent.</td>
</tr>
<tr>
<td></td>
<td>• Associated facilities, which are facilities that are not funded as part of the project and that would not have been constructed or expanded if the project did not exist and without which the project would not be viable.</td>
</tr>
<tr>
<td></td>
<td>• Cumulative impacts that result from the incremental impact, on areas or resources used or directly impacted by the project, from other existing, planned or reasonably defined developments at the time the risks and impacts identification process is conducted.</td>
</tr>
<tr>
<td>Compensation</td>
<td>Payment in cash or in kind for loss of an immoveable asset or a resource that is acquired or affected by the project. It is typically understood to include all forms of compensation, including the provision of replacement land and housing. In some jurisdictions, compensation in cash is referred to as indemnification to distinguish it from other forms of compensation. For better clarity, compensation should be used only in the context of the</td>
</tr>
<tr>
<td>Term</td>
<td>Meaning and comments</td>
</tr>
<tr>
<td>------</td>
<td>---------------------</td>
</tr>
<tr>
<td>loss of an immoveable asset. It does not include allowances paid or provided for various inconveniences not directly related to the loss of an immoveable asset or vulnerability, nor should it include livelihood-restoration allowances or activities.</td>
<td></td>
</tr>
<tr>
<td>Differential Global Positioning System (GPS)</td>
<td>A differential GPS uses one or more ground based reference stations to provide improved location accuracy for data received from satellites. Best implementation of differential GPS provides locational accuracy +/-100 mm compared to +/-5 meters for standard GPS. Differential GPS is commonly used for topographic and engineering surveys.</td>
</tr>
<tr>
<td>Displaced Person</td>
<td>Same as 'affected person'</td>
</tr>
<tr>
<td>Displacement (Economic)</td>
<td>Loss of assets (including land) or access to assets that leads to loss of income sources or means of livelihood as a result of project-related land acquisition or restriction of access to natural resources. People or enterprises may be economically displaced with or without experiencing physical displacement. Usually the term economic displacement is used when affected persons are not also physically displaced (see above &quot;physical displacement&quot;).</td>
</tr>
<tr>
<td>Displacement (Physical)</td>
<td>Loss of dwelling or shelter as a result of project-related land access, which requires the affected person(s) to move to another location. Physical displacement typically entails economic displacement, too, as physically displaced people usually lose access to land, employment, or business opportunities associated to their former location, and most specialists use physical displacement to cover both physical and economic impacts.</td>
</tr>
<tr>
<td>Environmental and Social Action Plan (ESAP)</td>
<td>The time-bound action plan that defines E&amp;S activities that the project sponsor will have to implement to meet lenders' standards.</td>
</tr>
<tr>
<td>Footprint</td>
<td>Land that is directly affected by the project and has to be acquired (per the definition of land acquisition in this glossary).</td>
</tr>
<tr>
<td>Forager</td>
<td>Foragers include gatherers of non-timber forest products, such as berries, mushrooms, wild fruit, and herbs.</td>
</tr>
<tr>
<td>Full Replacement Cost</td>
<td>This is usually calculated as the market value of the asset plus transaction costs: for example, taxes, stamp duties, legal and notarization fees, registration fees, travel costs, and any other such costs as may be incurred as a result of the transaction or transfer of property. In applying this method of valuation, depreciation of structures and assets should not be taken into account. For losses that cannot easily be valued or compensated for in monetary terms, in-kind compensation may be</td>
</tr>
<tr>
<td>Term</td>
<td>Meaning and comments</td>
</tr>
<tr>
<td>------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| appropriate. However, this compensation should be made in goods or resources that are of equivalent or greater value and that are culturally appropriate. With regard to land and structures, replacement costs are defined as follows: | Agricultural land: The market value of land of equal productive use or potential located in the vicinity of the affected land, plus the cost of preparation to levels similar to or better than those of the affected land, and transaction costs such as registration and transfer taxes.  
Land in urban areas: The market value of land of equivalent area and use, with similar or improved infrastructure and services, preferably located in the vicinity of the affected land, plus transaction costs such as registration and transfer taxes.  
Houses and other structures: The cost of purchasing or building a new structure, with an area and quality similar to or better than those of the affected structure, or of repairing a partially affected structure, including labor and contractors’ fees and transaction costs such as registration and transfer taxes.  
A typical issue with replacement cost is that many jurisdictions require depreciation to be deducted. In order to comply with the full replacement cost requirement, projects have to identify mechanisms to bridge this gap without breaching the law. |
| Household                    | One person or a group of persons who share a dwelling unit and for a group share at least one meal a day. A dwelling unit is a house, an apartment, a mobile home, a group of rooms, or a single room in which the occupants live and eat separately from other persons in the building and which has direct access from the outside of the building or through a common hall. A household does not necessarily correspond to a family and may consist of a single family, one person living alone, two or more families living together, or any other group of related or unrelated persons who share living and cooking arrangements.                                                                 |
| In-Fill Resettlement         | In-fill resettlement involves resettlement not based on the development of resettlement sites. In urban areas, either resettlers can be allocated plots of land within an existing pattern and compensated to rebuild their residence, or an existing property is purchased for them. In rural areas, resettlers are helped to identify plots within the existing pool of fields and purchase them or otherwise secure them.  
Although most companies and consultants tend to think in terms of resettlement sites, in-fill resettlement can provide interesting solutions for small-scale displacement in urban areas and/or provide options for people unwilling to resettle with the rest of their original community. It also avoids the negative dynamics that sometimes occur around dependency issues at project-sponsored resettlement sites. |
<table>
<thead>
<tr>
<th>Term</th>
<th>Meaning and comments</th>
</tr>
</thead>
</table>
| Informal Right Holder         | Person or group of persons recognized by custom, unwritten rules, or other socially accepted processes as holding certain ownership or usufruct rights over an asset or resource, although these usufruct rights are neither formalized in a legal document such as a title nor officially registered. Typical situations where informal right holders are encountered include the following:  
  - Slum dwellers in urban settings, where neither landlords nor occupants have formal ownership or occupation rights  
  - Roadside or streetside businesses established on a public space (A contradiction typical of such businesses is that while their occupation of the public domain is not recognized, their existence as a business is recognized through registration or payment of taxes.)  
  - Customary land holders in rural settings, where access to land derives from unwritten customary rights  
  - Customary usufruct rights over natural resources such as water bodies, grazing land, and forest that can be held at the individual or group level  
  Informal ownership or occupation of agricultural land may or may not enjoy a certain level of recognition in written law. Land-tenure legislation in some jurisdictions does recognize customary community rights over land or other resources and formally empowers traditional institutions to informally manage these resources. Other jurisdictions ignore customary rights completely.  
  Informality of occupation or ownership is not a black-and-white situation: informal right holders may be illegal from the standpoint of some authorities and legal or even encouraged for others (both of which can be the case for roadside businesses above).  
  As opposed to informal right holders:  
  - Formal right holders include those people with a formal title to land and/or other immoveable assets (typically a registered ownership deed).  
  - Squatters include those people whose occupation is recognized neither by law nor by socially accepted processes: for example, opportunistic settlers that move into an area after it has been lawfully and broadly declared prohibited for settlement. |
| Involuntary Resettlement      | Stricto sensu, resettlement refers to a form of compensation whereby affected persons are offered replacement housing and resettled to that housing. However, involuntary resettlement has taken a broader significance and is used as an overarching term covering both impacts and compensation measures associated to land acquisition and/or restricted access.  
  - Involuntary resettlement understood as an impact is caused either |
<table>
<thead>
<tr>
<th>Term</th>
<th>Meaning and comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>by project-related</td>
<td>by project-related land acquisition or by restriction of access to land or natural resources. Impacts covered by involuntary resettlement include both physical displacement (relocation or loss of shelter) and economic displacement (loss of assets or access to assets that leads to loss of income sources or means of livelihood). Resettlement is considered involuntary (which triggers the application of IFC’s PS5) when affected individuals or communities do not have the right to refuse land acquisition that results in displacement. This occurs in cases of expropriation or restrictions on land use based on eminent domain and negotiated settlements in which the buyer can resort to expropriation. Resettlement understood as a compensation measure is often used in a broad sense that covers all forms of compensation, not only those entailing physical relocation to replacement housing.</td>
</tr>
<tr>
<td>land acquisition</td>
<td>Same as “land acquisition” below.</td>
</tr>
<tr>
<td>Land Access</td>
<td>In the sense of IFC’s PS5 and other similar international requirements, land acquisition is understood to include both full purchases of property and purchases of rights other than full property rights, such as rights-of-way. In the past few years, specialists have often preferred to use land access rather than land acquisition, to cover not only actual purchases but also other forms of access to land, such as temporary occupation or acquisition of rights other than full property rights (rights-of-way or certain usufruct rights).</td>
</tr>
</tbody>
</table>
| Livelihood           | A livelihood comprises the capabilities, assets (including both material and social resources) and activities required for a means of living. A livelihood is sustainable when it can cope with and recover from stress and shocks and maintain or enhance its capabilities and assets both now and in the future, while not undermining the natural resource base. The IFC guidance to PS5 (paragraph 12) distinguishes among three types:  
  - Land-based livelihoods  
  - Wage-based livelihoods  
  - Enterprise-based livelihoods  
  While this is a useful categorization in so far as it can help to categorize and rank impacts of land acquisition on livelihoods, it is also important to mention that livelihoods in the developing world are often based on complex combinations of activities, that often reflect experience and a willingness to minimize risk and potential hardship. A rural household may engage throughout the year in subsistence agriculture to grow its own food; in cash crops to provide a cash complement and cater for needs such as schooling fees, clothing, or health care; in fishing or hunting in the period where no agricultural activities are required; in some periodic petty trading; and so forth. Not all household members will engage in all these activities, and there may be gender aspects in the way they are
<table>
<thead>
<tr>
<th>Term</th>
<th>Meaning and comments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>distributed among the different household members. For example, cash crops could be a female responsibility, whereas growing the family food is a male one.</td>
</tr>
<tr>
<td></td>
<td>A comprehensive understanding of livelihoods and the impact thereupon of land acquisition is critical to proper planning of compensation, resettlement, and livelihood restoration. Intrahousehold gender aspects (the gender distribution of tasks, income sources, and activities) is also important to understand: who will lose most and what livelihood restoration activities need to target which household members. This typically requires a combination of quantitative and qualitative socioeconomic investigations in the affected area.</td>
</tr>
<tr>
<td>Livelihood Improvement and Restoration</td>
<td>Specific allowances or activities intended to support displaced people’s efforts to improve or at least restore their livelihoods to preproject levels. Livelihood restoration should preferably be distinguished from compensation. Livelihood-restoration measures typically include a combination of cash or other allowances and support activities such as training, agricultural assistance, or business enhancement. Livelihood restoration is sometimes referred to as rehabilitation, a term used particularly in a number of Asian jurisdictions.</td>
</tr>
<tr>
<td>Livelihood Restoration Plan</td>
<td>The land acquisition, compensation and livelihood restoration planning document required by PS5 for projects that entail economic displacement only.</td>
</tr>
<tr>
<td>Orphan Land</td>
<td>Land that is not directly located within the project’s direct footprint but becomes uneconomic as a result of land acquisition and should be acquired and compensated as a result. Typical examples include:</td>
</tr>
</tbody>
</table>
|                                            | * Situations where a plot is bisected by a linear corridor (road, pipeline, and so forth), leaving one or two small plots that are too small to be viable for farming  
* Loss of access to the plot, making farming or even residency impossible  
* Loss (temporary or permanent) of an irrigation system, making farming impossible                                                                                                                                                                                                 |
<p>| Project-Affected Person (PAP)              | Same as Affected Person                                                                                                                                                                                                                                                                                                                                   |
| Replacement Agricultural Land              | Part of a compensation package consisting of agricultural land provided to replace affected agricultural land. Replacement agricultural land is expected to provide similar economic opportunities, in terms of location and agronomic potential, to the affected plot of land. This is often                                                                                                                                                     |</p>
<table>
<thead>
<tr>
<th>Term</th>
<th>Meaning and comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Term</td>
<td>achieved by providing land of similar potential, with equivalent or slightly greater surface than that of the lost land, or by providing land of smaller surface but with improved agronomic potential, for example a smaller but irrigated parcel to replace a nonirrigated one.</td>
</tr>
<tr>
<td>Resettlement Action Plan (RAP)</td>
<td>A planning document generally structured like an impact assessment, presenting the following:</td>
</tr>
<tr>
<td></td>
<td>• Displacement impacts resulting from land access issues entailed by a given project or subproject</td>
</tr>
<tr>
<td></td>
<td>• Impact minimization and mitigation measures</td>
</tr>
<tr>
<td></td>
<td>• Impact compensation measures for those displacement impacts that cannot be minimized or mitigated</td>
</tr>
<tr>
<td></td>
<td>• Arrangements associated to the implementation, M&amp;E, and funding of the compensation measures</td>
</tr>
<tr>
<td></td>
<td>IFI guidance documents specify requirements of various institutions such as the World Bank, IFC, the Asian Development Bank, and so forth pertaining to the structure and substance of RAPs. A RAP is expected to be based on a detailed inventory of affected assets, the associated census of affected persons and a valuation of compensation for affected immovable assets. All of this requires the project to be at a stage in which a final or quasi-final footprint can be assessed. For projects with significant displacement impacts, most IFIs require RAPs to be submitted and approved in order for finance to be made available to the project, although timing and disclosure details may vary from one IFI to another.</td>
</tr>
<tr>
<td>Resettlement or Livelihood Restoration Framework</td>
<td>Where a project or subproject is not yet defined to the point that a final footprint is available, a Resettlement or Livelihood Restoration Framework may be deemed acceptable for the project to proceed to approval by an IFI. A Resettlement or Livelihood Restoration Framework includes an outline description of impacts and all principles applicable to compensation, but the census of affected persons and inventory of affected assets are not provided. The Resettlement or Livelihood Restoration Framework is typically expected to be complemented by a RAP or LRP at a further stage of project development. A Resettlement or Livelihood Restoration Framework can also address ongoing land access activities that cannot easily be captured in a RAP or LRP.</td>
</tr>
<tr>
<td>Secondary Displacement</td>
<td>Situations where the development of a resettlement site requires the displacement of people occupying it prior to the development. <em>Secondary displacement</em> is usually handled by providing secondary resettlers with the same benefits as those granted to primary resettlers (that is, a developed plot and resettlement house and associated compensation and allowances).</td>
</tr>
<tr>
<td>Security of</td>
<td>A resettlement site offers <em>security of tenure</em> if it protects, to the greatest</td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
<th>Term</th>
<th>Meaning and comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tenure</td>
<td>extent possible, the resettled persons from forced evictions. This can be obtained through a variety of means. Resettlers might be granted a perpetual and registered ownership title. This is the ideal result toward which one should strive, but it is not always achievable for legal or practical reasons. A lesser title, such as a long-term lease, is also beneficial. There are many variations of these, and they are often the only practicable outcome, for example, in many African jurisdictions. If this is not achievable, the site and its occupation can be officially sanctioned by spatial planning documents (such as municipal general plans), with resettlers being granted occupation permits rather than titles or leases. Attention should then be paid to the duration of such permits and what happens after they expire. In some cases, the company or project may have the legal possibility to grant occupation permits itself. This is the case in jurisdictions that envision that the holder of a mining title also administers surface rights. A variation is situations where the company purchases resettlement land and hands it back to resettlers under various forms (free occupation, lease). Where land tenure is essentially customary and there is no registry or cadastre, particularly but not only in areas occupied by indigenous peoples, consultation with host communities is essential. Efforts must be made to reach formal agreements witnessed by various stakeholders, including local authorities and representatives of the different groups involved. While these agreements do not have the power of an ownership title deed, they can go a long way to provide the necessary security of tenure.</td>
</tr>
<tr>
<td>Severely Affected Person</td>
<td>A distinction sometimes used by resettlement specialists to cater separately for the most significantly affected persons. Typically, any individual whose livelihood cannot be restored through cash compensation measures is deemed severely affected and would warrant further measures specifically meant to restore their livelihoods. Assessing the significance of impacts by a simple percentage may be misleading and should be used with utmost caution. However, the concept may be useful in certain contexts (linear projects, for instance).</td>
</tr>
<tr>
<td>Transition Period</td>
<td>Period between the occurrence of the displacement and the time when affected livelihoods are restored. Depending on the compensation package and the type of impacts, specific allowances or assistance may be required to help affected persons through the transition period. Experience shows that this has to be handled with some caution, as transition period assistance may create dependency in the displaced community, and an exit strategy will need to be devised upfront.</td>
</tr>
<tr>
<td>Vulnerable</td>
<td>Vulnerable or at-risk groups include people who, by virtue of gender, ethnicity, age, physical or mental disability, economic disadvantage, or</td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
<th>Term</th>
<th>Meaning and comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Groups</td>
<td>Social status may be more adversely affected by displacement than others and who may be limited in their ability to claim or take advantage of resettlement assistance and related development benefits. <em>Vulnerable groups</em> in the context of displacement also include people living below the poverty line, the landless, the elderly, women- and children-headed households, ethnic minorities, natural resource- dependent communities, or other displaced persons who may not be protected through national land compensation or land titling legislation.</td>
</tr>
</tbody>
</table>
Resources

British Library for Development Studies.  

Eldis Gateway to Development and Environment Information—See selection of sustainable livelihoods materials.  
http://www.eldis.org/organisation/A1519

Food and Fertilizer Technology Center for Asian and Pacific Region website.  
http://ap.fftc.agnet.org

www.ifc.org/LOE-BTCPipeline

www.ifc.org/GPN-Grievance

———. 2012. ”Performance Standards on Environmental and Social Sustainability.” Washington, DC: IFC.  
www.ifc.org/PerformanceStandards

www.ifc.org/GPN-AnimalWelfare


www.ifc.org/ESContractorManagement

International Institute for Sustainable Development Information Centre.  
https://www.iisd.org/

Institute of Development Studies, Livelihoods Connect.  
http://www.livelihoods.org/


www.equator-principles.com

USAID Natural Resources and Development Portal, Livelihood Measure and Assessment Tools  
https://rmportal.net/library/content/tools/livelihood-measure-and-assessment-tools

World Bank and Columbia University's Center for International Earth Science Information Network Sustainable Rural Development Information System (CIESIN)  
## Appendix A. Scoping Stage Checklist

<table>
<thead>
<tr>
<th>Aspects for consideration</th>
<th>Scoping questions: Assessment of land-acquisition impacts and risks</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project footprint</strong></td>
<td></td>
</tr>
<tr>
<td>Total area required</td>
<td>What is the total area (physical footprint) required for project development, structures, and facilities, including all ancillary facilities such as access roads, airfields, or borrow pits; land subject to severance or restrictions to access because of project activities; and buffer zones (for example, environmental, noise, safety)?</td>
</tr>
<tr>
<td>Siting of project structures and facilities</td>
<td>What proposed project structures and facilities are fixed: for example, mine pits, dam walls and resultant impoundments, quarries, and so forth?</td>
</tr>
<tr>
<td>Temporary and/or permanent structures and land use</td>
<td>What project designs, structures, and facilities could be modified, changed, or resited to avoid or minimize land-acquisition impacts? Consider as the following:</td>
</tr>
<tr>
<td>Project phases and stages</td>
<td>• Location of facilities (project structures, housing, tailings dams, and so forth)</td>
</tr>
<tr>
<td>Early works</td>
<td>• Routing of linear structures (roads, pipelines, powerlines, and so forth)</td>
</tr>
<tr>
<td>Linear structures (access roads, railways, power lines, pipelines, canals)</td>
<td>• Reducing the extent of, or optimizing, land use in buffer zones or continuing to allow partial use by affected communities (for example, farming but no settlements).</td>
</tr>
<tr>
<td>Buffer zones</td>
<td>Are there technical alternatives that could reduce the project footprint: for example, reducing the height of a dam, changing the extent and site of a work camp, reducing the width of an access road or modifying its route, or using off-set directional drilling in oil and gas projects)?</td>
</tr>
<tr>
<td>Planning alternatives</td>
<td>What project structures and land use will be permanent and what will be temporary: for example, temporary construction camps, construction servitudes, road access, lay-down areas, and exploration drilling wells?</td>
</tr>
<tr>
<td></td>
<td>What is the project timeline and phasing for construction and operation that might influence the schedule of land acquisition and resettlement?</td>
</tr>
<tr>
<td></td>
<td>Is there a broader social footprint of project impacts that goes beyond the actual physical project footprint: for example, the use of resources or facilities affected by the project by communities or individuals living outside the project footprint, such as herdsmen or fisherpeople?</td>
</tr>
<tr>
<td></td>
<td>Has the project constructed any early works without an ESIA or RAP, including for example, exploration activities or other legacy issues? If so, how will this be addressed in project impact, risk assessment, and land-acquisition planning?</td>
</tr>
<tr>
<td>Early review of legal requirements for land acquisition and compensation</td>
<td></td>
</tr>
<tr>
<td>---------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td><strong>Policies</strong></td>
<td>What national policies, laws, and regulations address land tenure and various types of land use rights, such as ownership; customary and communal resource use rights; rights to water, fishing, timber, grazing, and medicinal plant (including seasonal use); rights-of-way (including easements) and access to sacred sites, graves, and other cultural property. How do those policies, laws, and regulations address land acquisition, expropriation, asset valuation, compensation, and resettlement?</td>
</tr>
<tr>
<td><strong>Legal and regulatory frameworks</strong></td>
<td>What national policies, laws and regulations address land-use rights of informal settlers and squatters, IDPs, refugees, and other marginalized groups? If applicable, are there national legal requirements to provide compensation for displacement and loss of assets for these groups? Will this meet the requirements of PS5? If not, what measures could be taken to ensure compliance, such as discussing and obtaining agreement with government authorities to apply appropriate compensation and provide funding for supplementary compensation?</td>
</tr>
<tr>
<td><strong>Legal and administrative processes</strong></td>
<td>What are the legal procedures and methods for valuing land and assets and defining compensation entitlements?</td>
</tr>
<tr>
<td><strong>Negotiated agreements</strong></td>
<td>What are the national standards for compensation of land and other assets, including replacement housing and community infrastructure: for example, health facilities, schools, and water and sanitation systems?</td>
</tr>
<tr>
<td><strong>Expropriation procedures</strong></td>
<td>What are the national legal requirements for setting a cut-off date for eligibility for compensation: for example, disclosure of information about the land-acquisition process and the date of the cut-off?</td>
</tr>
<tr>
<td><strong>National standards for compensation (land, housing, crops)</strong></td>
<td>What are the procedural requirements for a negotiated purchase of land, including registration and transfer taxes or administrative charges?</td>
</tr>
<tr>
<td><strong>Dispute resolution and GMs</strong></td>
<td>If negotiated settlements fail and compulsory land acquisition becomes necessary, what procedures may be available to the project or to a government agency executing land acquisition on behalf of the project?</td>
</tr>
<tr>
<td></td>
<td>If national legislation limits compulsory land acquisition to projects for public purposes or in the public interest, does the proposed project meet the conditions (particularly private-sector projects)?</td>
</tr>
<tr>
<td></td>
<td>What are the provisions of expropriation laws: for example, circumstances when compulsory acquisition is permissible; methods for asset valuation; compensation entitlements; roles and responsibilities of the state, courts, and relevant government agencies; and avenues and timeframes for appeal?</td>
</tr>
<tr>
<td></td>
<td>How long is the expropriation process likely to take?</td>
</tr>
<tr>
<td></td>
<td>Are there any local expropriation precedents to learn from?</td>
</tr>
<tr>
<td></td>
<td>How are evictions managed should they become necessary? Are there risks of forced evictions, particularly where expropriation is triggered?</td>
</tr>
<tr>
<td></td>
<td>What is the institutional capacity of government and local administrative organizations to facilitate expropriation processes?</td>
</tr>
<tr>
<td></td>
<td>What are the requirements for the transfer of deceased estates?</td>
</tr>
<tr>
<td></td>
<td>What are the national administrative and judicial dispute resolution and...</td>
</tr>
</tbody>
</table>
grievance procedures available to affected parties?

Are there any gaps between the requirements of national legislation and IFC PS5? If so, what measures can be taken to address these gaps, such as discussing and obtaining agreement from government agencies to apply appropriate compensation as well as funding for supplementary compensation measures?

If project physical and/or economic displacement is likely to involve complex legal requirements and procedures, which national and international legal advisors and/or counsel could assist?

What legislation should be reviewed: for example, the constitution; land laws; expropriation laws; environmental, water, forestry, agricultural, and pasture laws; host government and production-sharing agreements; mining and oil and gas laws and investment agreements; PPP agreements; valuation regulations; laws or regulations pertaining to transportation infrastructure, power generation and reticulation, gas transport, mining, or energy projects; civil codes; laws on social welfare; laws on refugees or IDPs; and laws on cultural heritage?

Which actors (governmental at various levels, local NGOs, and so forth) are likely to be involved in the resettlement, finding replacement lands, supporting development benefits, and the like?

| Land tenure (land rights and land-use rights) and the land-acquisition process |
|-------------------------------|-------------------------------------------------------------------------------------------------|
| Land rights                   | What types of land rights will be affected by project land acquisition: for example, permanent ownership with title, customary ownership, and formal and informal usage rights (rental, sharecropping, communal, indigenous people’s rights)? |
| Land-use rights               | Will land rights or land-use rights be acquired through expropriation or other compulsory procedures in accordance with host country laws? If so, PS5 applies. |
| Individual and communal land rights and common property | Will land rights or land-use rights being acquired through negotiated settlements result in expropriation or other compulsory procedures if negotiations fail? If so, PS5 applies. |
| Third-party arrangements such as tenancy or sharecropping | Will land acquisition, or restrictions and impacts on land use and access to natural resources, cause a project-affected community or groups to lose access to resource usage where they have traditional or recognizable usage rights? If so, PS5 applies. |
| Absentee land-right holders | Is there a possibility that people without formal, traditional, or recognizable usage rights will be evicted from land they are occupying? If so, PS5 applies in certain situations. |
| Informal land rights and transactions | Will land rights or land-use rights be acquired only by means of voluntary market transactions in which the seller is not obliged to sell and the buyer cannot resort to expropriation or other legally sanctioned procedures if negotiations fail? If so, PS5 does not apply. |
| Security of tenure            | Is there a difference between land rights recognized by the national government and customary or traditional land rights recognized by local communities? If so, what are the implications for land acquisition and compensation (for example, disputes between government authorities and local people concerning compensation entitlements)? |
| Application of PS5            |                                                                              |
| Cadastral information        |                                                                              |
| Potential for speculation and corruption |                                                                              |
measures could be taken to ensure compliance with PS5, such as facilitating meetings and discussions and holding workshops to build awareness of the key requirements of PS5 and to find practical mutually agreed solutions?

Is there a high incidence of informal land transaction: for example, unregistered transactions between family members, inheritances that have not been formalized, cases where land titles have not been formally transferred, or cases where landowners, users, or lessees have not registered their rights in accordance with evolving land laws?

What security of tenure do affected households have? Are there any informal settlers or squatters without recognized land rights?

Is there a high incidence of absentee landowners: for example, resident in other countries and difficult to locate? If so what measures could be taken to contact them and facilitate transactions, such as advertising; use of social media, tracing agencies, legal experts, and facilities in other countries; and diplomatic channels?

Is there land subject to restitution claims arising from past conflict?

Are there third-party land-use arrangements: tenants and sharecroppers; use of water, pastures, grazing, forest, and other resources; right-of-way and access rights; and so forth?)

What is the condition of state land cadastre and land property registration, and are existing maps and records complete, up-to-date, and reliable? This is particularly important for projects involving many land transactions, such as linear projects, or where land-privatization processes have yet to be completed.

What agencies are responsible for maintaining the cadastre, registers and resolving land disputes and restitution cases, and do they have the capacity to process land transactions of the type and scale required by the project in a timely manner?

Is the cadastre information readily available? For example, is it digital or paper based? Is it kept centrally, regionally, or locally?

If additional cadastral surveys are required, what are the procedures, who will do the surveys, what resources will be needed, and how long is this likely to take?

What is the potential for speculative and corrupt practices in the land-acquisition process: for example, in cases where land rights are not well defined, recognized, and recorded, administration and governance is weak, and there is a prospect for significant compensation?

<p>| Preliminary stakeholder identification (refer to module 3, “Stakeholder Engagement,” for more detail) |
|-------------------------------------------------|-------------------------------------------------|
| Local affected communities and groups | Which communities and groups will be affected by project land acquisition? |
| Seasonal migrants | Which key community leaders and individuals must be consulted concerning project land acquisition? |
| Host communities | Which government authorities and officials must be consulted concerning project land acquisition: for example, departments of local |</p>
<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Relevant Authorities and Fields of Work</th>
</tr>
</thead>
<tbody>
<tr>
<td>individuals</td>
<td>administration, land affairs, rural development, agriculture, forestry, fisheries, public works, transport, water, energy, education, and health?</td>
</tr>
<tr>
<td>National and local authorities</td>
<td>How do stakeholders want to be consulted: who, how, when, and how often?</td>
</tr>
<tr>
<td>CBOs and NGOs</td>
<td>What is the likely extent of support or opposition to the project among various stakeholders (preliminary assessment of the social license to operate)?</td>
</tr>
<tr>
<td>Vulnerable groups</td>
<td>Are there influential individuals or groups, including local CBOs or NGOs, who could influence (positively or negatively) or play a constructive role in the land-acquisition process?</td>
</tr>
<tr>
<td>Social license to operate</td>
<td>Are there local legal experts or legal support groups that could assist affected communities and households in the negotiation process?</td>
</tr>
<tr>
<td></td>
<td>Are there groups or subgroups within the community that are disadvantaged due to their race, gender, ethnicity, age, social stratification, economic status, and so forth?</td>
</tr>
</tbody>
</table>

### Legacy Issues

<table>
<thead>
<tr>
<th>Issues</th>
<th>Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Previous land acquisition</td>
<td>Has there been previous land acquisition and resettlement in the project area of influence?</td>
</tr>
<tr>
<td>Outstanding commitments and obligations</td>
<td>If there was land acquisition in the project area of influence, are there any outstanding compensation measures, commitments, and obligations by previous project owners or authorities?</td>
</tr>
<tr>
<td>Land claims and disputes</td>
<td>Are there any disputed claims to land rights and land-use rights (including overlapping land claims), ownership title, and access to land?</td>
</tr>
<tr>
<td>Precedents</td>
<td>Have good or bad precedents been set: for example, land-for-land or cash compensation, replacement housing type, compensation rates, livelihood-restoration measures, compensation for community assets, and so forth?</td>
</tr>
<tr>
<td>Land speculation</td>
<td>Is there any risk of forced evictions? Has there been previous land speculation in the project area of influence? Can other projects in the area serve as useful benchmarks?</td>
</tr>
</tbody>
</table>

### Affected households: Preliminary assessment of magnitude of physical and/or economic displacement

<table>
<thead>
<tr>
<th>Communities and groups</th>
<th>Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affected persons and households</td>
<td>Which communities and groups will be affected by physical and/or economic displacement?</td>
</tr>
<tr>
<td>Houses, semidetached housing, apartments,</td>
<td>Will the displacement be temporary or permanent?</td>
</tr>
<tr>
<td>informal or squatter shacks</td>
<td>What is the preliminary estimate of the total number of people and/or households affected by:</td>
</tr>
<tr>
<td>Other household structures</td>
<td>• Physical displacement</td>
</tr>
<tr>
<td>(huts, barns, storage and animal sheds,</td>
<td>• Economic displacement</td>
</tr>
<tr>
<td>granaries, and so forth)</td>
<td>• Physical and economic displacement</td>
</tr>
<tr>
<td>Wells, boreholes, pipelines,</td>
<td>What is the preliminary estimate of how many houses will be displaced?</td>
</tr>
</tbody>
</table>

---

284
<table>
<thead>
<tr>
<th>Assets</th>
<th>Questions and Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Irrigation</td>
<td>What is the preliminary estimate of the total area of crop, garden, grazing, orchard, woodlot, and other land affected by project land acquisition?</td>
</tr>
<tr>
<td>Fences, walls, terraces</td>
<td>How accurate are these estimates, what are the gaps in available information, and what surveys will be needed to provide reliable baseline information? Is adequate and recent aerial or satellite imagery available?</td>
</tr>
<tr>
<td>Crop land (dry and irrigated)</td>
<td>Is there alternate land available for land-for-land compensation?</td>
</tr>
<tr>
<td>Gardens</td>
<td>Are there any opportunities to improve household assets or to consolidate land holdings during the land acquisition, compensation, and replacement process?</td>
</tr>
<tr>
<td>Grazing and pasture lands</td>
<td></td>
</tr>
<tr>
<td>Woodlots</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Preliminary assessment of affected community assets</strong></td>
</tr>
<tr>
<td>Community halls and offices, meeting areas, community recreational facilities, education and health facilities</td>
<td>What is the preliminary estimate of community assets that will be affected by land acquisition?</td>
</tr>
<tr>
<td>Religious facilities</td>
<td>Who is currently responsible for maintenance, operation, and use of these assets?</td>
</tr>
<tr>
<td>Graveyards and other burial grounds and sacred sites</td>
<td>Who will be responsible for the maintenance, operation, and use of replaced and/or improved community assets?</td>
</tr>
<tr>
<td>Water resources and water reticulation systems</td>
<td>Will improved infrastructure associated with project development (for example, roads and other communication links, water and energy supply systems) also provide opportunities for improving community assets?</td>
</tr>
<tr>
<td>Sanitation, energy, access, communication systems</td>
<td>Will this require modifications to siting or routing in the planning stage to ensure optimal use by the project and local communities?</td>
</tr>
<tr>
<td>Community gardens, forests, woodlots, grazing areas, wetlands</td>
<td>Will the project workforce, or an influx of newcomers, increase the demand for the use of community assets, goods, and services? What measures need to be taken to ensure that the increased demand can be met?</td>
</tr>
<tr>
<td>Communal hunting and gathering or foraging areas (including edible, herbal and medicinal plants, and craft materials)</td>
<td>Are there opportunities to improve community assets during the land-acquisition and replacement process?</td>
</tr>
<tr>
<td>Fishing areas in rivers, lakes, coastal or intertidal zones</td>
<td>What are the gaps in information and what types of surveys will need to be undertaken to provide reliable baseline information for detailed resettlement planning?</td>
</tr>
<tr>
<td></td>
<td>If communal resource areas are affected, are alternative areas available and accessible?</td>
</tr>
<tr>
<td></td>
<td>If access to communal resources is impeded by project developments, can mitigation measures be implemented, such as bridges, delineated right-of-way or corridors, or new access roads and tracks?</td>
</tr>
<tr>
<td></td>
<td><strong>Valuation of household and community assets and establishing compensation rates</strong></td>
</tr>
<tr>
<td>Valuation of household assets (land, infrastructure, crops, trees, livestock, and so forth)</td>
<td>Is there a local market for household and community assets (land, houses, crops, and so forth)? If so, could current market prices be used as a basis for establishing compensation rates?</td>
</tr>
<tr>
<td>Valuation of community assets (land, infrastructure, facilities, community)</td>
<td>Do market prices at least equal replacement building costs for household and community infrastructure? If not, what additional amount would need to be added to the market price to fully cover replacement costs?</td>
</tr>
</tbody>
</table>
grazing, woodlots, forests, and other resources) | If there is no established local market for land and other household and community assets, how could compensation rates be determined: for example, using set government compensation rates, valuation by local experts, using comparable rates in other similar areas where there is an established market, and so forth? Are there valuers with experience of applying international standards?  

## Natural resources and ecosystem services

| Provisioning services | What existing natural resource surveys and maps are available: for example, water, geology, soils and land capability, natural vegetation and forestry, and present land use? Will involuntary land acquisition, or restrictions and impacts on land use and access to natural resources (including ecosystem services) cause a project-affected community to lose access to resources where they have traditional or recognizable usage rights? Will there be impacts to provisioning services, including products people obtain from ecosystems: food, fresh water, marine and aquatic resources, timber and NTFP, fuelwood, fibers, medicinal plants, craft materials, and hunting and gathering grounds? Will there be impacts to regulating services—benefits people obtain from regulation of ecosystem processes, including surface water purification in wetlands, protection from natural hazards, and soil erosion? Will there be a loss or reduction in agricultural and forestry land, including land with high potential: for example, arable and irrigable land? Will there be impacts to cultural services, including natural areas that are sacred sites and important areas for recreation and aesthetic enjoyment? If there are project effects to local provisioning, regulating, and cultural services, are there ways to avoid or minimize impacts, such as resiting some project infrastructure and access roads and reducing the extent of the project footprint? If there are remaining residual impacts, what are the potential measures that could be applied to mitigate these, such as allowing some use of ecosystem services in buffer zones, providing access to cultural sites, for example, to graveyards? Are there any climate change issues that could affect impact and risk assessments and planning considerations to resettle physically and/or economically displaced people: for example, siting of resettlement villages above expected sea-level rise, considering alternate crops better suited to potential climate change circumstances, and so forth? |
| Regulating services |  |
| Cultural services |  |
| Climate change |  |

## Livelihood impacts and economic displacement and change

| Change in production systems and traditional livelihoods | What are the main livelihood activities of affected households and communities? Will project land acquisition result in changes to current community occupations and production systems? If so, what other appropriate livelihood opportunities are available and what would need to be done to facilitate access to these opportunities, such as skills training, demonstration projects, and loan funding? |
| Local economic environment |  |
| Local livelihoods and |  |
| production systems | Will current subsistence farming (low input, low output, low risk) need to change to more intensive market-based agriculture (high input, high output, high risk) in order to intensify production on decreased available farming area? If so, is this likely to be acceptable to the community, and what measures would need to be implemented to facilitate the transition, such as improved access to markets, loan funding, skills training, agricultural demonstration projects, agricultural mechanization, irrigation systems, improved animal husbandry techniques, and so forth? |
| Economic vulnerability | Will project land acquisition affect local businesses and other entrepreneurial activities negatively or positively? What measures could be undertaken to mitigate negative impacts and enhance positive impacts: for example, preferential project procurement of goods and services from local businesses, where feasible, and business skills training? |
| Competition for economic opportunities | Will project land acquisition and restrictions on land use result in increased economic vulnerability for some households and groups, increased competition for land and other economic opportunities, and unsustainable use of natural resources? If so, what measures could be implemented to protect vulnerable households and groups, such as preferential project employment, targeted training and skills development, and so on? |
| Wage and income levels | Will the project development lead to diversified and increased local employment and entrepreneurial opportunities? If so, what measures could be implemented to enhance these opportunities, such as local procurement of goods and services and employment of local people by the project, skills training, and so forth? |
| Monetization of the local economy | Will project land-acquisition and development opportunities lead to changes in wage and household income levels and to inflationary effects? |
| Inflationary effects | Will implementation of land and livelihood compensation measures, increased economic opportunities during peak project construction activities, and possible eventual project closure result in boom-bust cycles and possible unsustainable economic dependency among the local population? If so, mitigation plans should be developed early on: for example, local employment and procurement plans, retrenchment plans, and many land-acquisition transactions anticipate closure plans, such as mine closure plans. |

### Livelihood restoration

| Availability of replacement land | Is sufficient replacement land (for example, arable, grazing, forestry) available to reestablish livelihoods of affected households? If not, what other compensation and mitigation measures could be implemented to ensure livelihood restoration, such as employment and entrepreneurial opportunities, retraining and skills development of younger people, and lifetime stipends for old people? |
| Alternate livelihood opportunities | Will there be opportunities for project-affected persons to continue their existing occupations? If not, are there other potential livelihood opportunities? |
| Project employment and business creation (direct, indirect, temporary, permanent) | |
| |

287
### Skills training

- **opportunities?**
  - Will the creation of economic opportunities and demand for services by the project provide livelihood restoration, vocational, and entrepreneurial opportunities?
  - Is there a need for training and reskilling of project-affected persons to take advantage of alternate livelihood opportunities?
  - Will land acquisition cause a reduced reliance on subsistence production systems, and will this result in increased dependence on nonlocal products and vulnerability to macroeconomic events or a lack of sustainable livelihoods following project closure?
  - What are the likely measures and resources (for example, planning, skills training, staff, equipment, budget) that will be required to ensure successful livelihood restoration of affected households?
  - What are available agricultural extension services, government agencies, NGOs, and so forth that could support development benefits and activities intended to restore or improve livelihoods (skills training, small-scale credit, access to markets, promotion of local entrepreneurs, support to vulnerable groups, and so forth)?

### Cultural property and heritage

<table>
<thead>
<tr>
<th>Category</th>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>Archaeological sites</td>
<td>Will proposed project land acquisition affect sites, structures, or resources having archaeological, historical, religious, spiritual or cultural value?</td>
</tr>
<tr>
<td>Paleontological sites</td>
<td>Could the proposed project design, layout, and land requirements be modified to avoid or minimize impacts to cultural property?</td>
</tr>
<tr>
<td>Historical sites</td>
<td>If impacts to cultural property cannot be avoided, what international and national laws, regulations, and best practice guidance are applicable to protect affected cultural property?</td>
</tr>
<tr>
<td>Artistic sites</td>
<td>Who are the community leaders, resource individuals, and local experts who could identify local cultural property and heritage?</td>
</tr>
<tr>
<td>Religious sites</td>
<td>Is there existing literature concerning local cultural property and heritage?</td>
</tr>
<tr>
<td>Graves and cemeteries</td>
<td>Are there local or international experts available to advise on best practices to protect and minimize impacts to cultural property?</td>
</tr>
<tr>
<td>Sacred sites (groves, trees, natural rock arches and other features, lakes, waterfalls)</td>
<td></td>
</tr>
</tbody>
</table>

### Vulnerable groups

<table>
<thead>
<tr>
<th>Category</th>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indigenous peoples</td>
<td>Are there any groups that might be differentially impacted by land acquisition as a result of distinct socioeconomic characteristics that make them vulnerable during the land-acquisition process?</td>
</tr>
<tr>
<td>Ethnic, tribal, or religious minorities</td>
<td>Are there vulnerable groups that are more resilient to changes resulting from land acquisition and displacement?</td>
</tr>
<tr>
<td>Women</td>
<td>Which groups or people directly or indirectly affected by project land acquisition are likely to experience economic vulnerability?</td>
</tr>
<tr>
<td>Youth and elderly</td>
<td>Are there any differential impacts and opportunities associated with land acquisition, such as marginalization of women, ethnic and religious minorities?</td>
</tr>
<tr>
<td>Handicapped</td>
<td></td>
</tr>
<tr>
<td>Chronically ill person</td>
<td></td>
</tr>
<tr>
<td>Land users without formal</td>
<td></td>
</tr>
<tr>
<td><strong>Rights and squatters</strong></td>
<td><strong>minorities, and other vulnerable groups?</strong></td>
</tr>
<tr>
<td>------------------------</td>
<td>---------------------------------------------</td>
</tr>
<tr>
<td>IDPs and refugees</td>
<td>Are there vulnerable persons and/or groups who are reluctant to interact during SE because of potential discrimination or reprisals? If so, what measures could be taken to consult with these persons or groups in a safe environment free from potential threats or discrimination: for example, individual meetings, focus group discussions, and independent representation by a third party such as a civil society organization?</td>
</tr>
<tr>
<td>Children headed households</td>
<td>Does the project land acquisition affect any groups that might qualify as indigenous peoples per PS7? What information is available on these groups?</td>
</tr>
<tr>
<td>LGBT people</td>
<td>Are there any IDPs or refugees in the proposed project area of influence? If so, is there a national or international program to assist these groups and/or to repatriate or resettle them elsewhere?</td>
</tr>
</tbody>
</table>

**Migrants and visitors**

<table>
<thead>
<tr>
<th><strong>Nomadic routes, transhumance, and seasonal practices</strong></th>
<th><strong>Will project land acquisition, or restriction of access to resources, affect seasonal migrants and visitors?</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Seasonal pastoralists and herders</td>
<td>Who are the community leaders, resource individuals, and migrant group representatives who could provide information on seasonal migrants?</td>
</tr>
<tr>
<td>Hunters and gatherers</td>
<td>How many migrants (individuals and households) will be affected?</td>
</tr>
<tr>
<td>Seasonal fisherpeople</td>
<td>Is there alternate suitable land and other resources available for use by migrants? If so, where and how far?</td>
</tr>
<tr>
<td>Seasonal workers (fruit pickers, crop planters and harvesters, fruit pickers, tourism and hospitality workers, and so forth)</td>
<td>Are there alternate access routes available to avoid project restrictions of access to resources?</td>
</tr>
<tr>
<td>Tourists</td>
<td>When do seasonal migrants, workers, and other visitors visit the project area of influence, and could project construction and operation be scheduled to avoid or minimize impacts?</td>
</tr>
<tr>
<td>Artisanal miners</td>
<td></td>
</tr>
</tbody>
</table>

**Population influx**

<table>
<thead>
<tr>
<th><strong>Influx of newcomers</strong></th>
<th><strong>Will the creation of economic opportunities and services (actual or perceived) by the proposed project attract a significant population influx? If so, how will land to be acquired for the project be protected from informal settlement?</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Land use impacts</td>
<td>What are the likely land-use impacts associated with an influx of newcomers, such as new settlement sites, use of crop land, and other natural resources (including fresh water, pastures, timber and firewood, and so forth)?</td>
</tr>
<tr>
<td>Competition for resources</td>
<td>Will such an influx of newcomers result in overburdening of existing infrastructure and services? If so, how will this be addressed in replacing any project-affected infrastructure and services?</td>
</tr>
<tr>
<td>Speculation</td>
<td>Are there sites available to settle an influx of newcomers that are acceptable to local communities and the project?</td>
</tr>
<tr>
<td></td>
<td>Will the project attract speculative and opportunistic claimants: land</td>
</tr>
</tbody>
</table>
speculators and newcomers seeking to benefit from compensation measures, as opposed to newcomers seeking jobs and entrepreneurial opportunities associated with project development? Are there precedents nearby?

<table>
<thead>
<tr>
<th>Host communities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability of land and resources</td>
</tr>
<tr>
<td>Attitudes toward resettlers</td>
</tr>
<tr>
<td>Compensation measures</td>
</tr>
<tr>
<td>Can potential host communities be identified at the scoping stage? If so, who are they and where are they?</td>
</tr>
<tr>
<td>Does the host community have sufficient land and resources available to accommodate resettlers?</td>
</tr>
<tr>
<td>How well are resettlers likely to be accepted in host communities, whether they are of the same or different cultural, ethnic, religious, tribal or political group?</td>
</tr>
<tr>
<td>What are the likely negative and positive impacts of resettlement for both the host community and resettlers?</td>
</tr>
<tr>
<td>Will host community services and infrastructure be adequate for newcomers, and if not, what mitigation measures will be required?</td>
</tr>
<tr>
<td>Will any host community households be displaced to accommodate resettlers?</td>
</tr>
<tr>
<td>What mitigation measures and benefits need to be implemented to help the host community to adapt to newcomers?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Government and local institutions, community organizations, and project organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>National, regional, and local government</td>
</tr>
<tr>
<td>Community decision-making structures</td>
</tr>
<tr>
<td>CBOs</td>
</tr>
<tr>
<td>NGOs</td>
</tr>
<tr>
<td>Political agendas</td>
</tr>
<tr>
<td>Project land-acquisition organizational structure</td>
</tr>
<tr>
<td>What are the involved government departments, and who are the key officials responsible for land acquisition and resettlement?</td>
</tr>
<tr>
<td>Is there sufficient capacity and resources in government and regulatory agencies to cope with the project land acquisition (especially if land acquisition is government led)? If not, what measures could be taken to improve capacity and resources (such as seconding project staff and consultants, providing temporary office accommodation and equipment and computers, and so forth)?</td>
</tr>
<tr>
<td>If there are many land-acquisition transactions (such as in linear projects), what is the capacity of government agencies to register a large number of transactions and issue necessary permits timeously to avoid project delays?</td>
</tr>
<tr>
<td>Will government officials require capacity building to address land-acquisition issues? These could include workshops to raise awareness, training courses, skills development, and mentoring.</td>
</tr>
<tr>
<td>Are government authorities likely to agree to compliance with IFC PSs and international standards in addition to national requirements? If not, what measures could be taken to achieve agreement: for example, in-depth consultation with senior government decision makers, awareness building, and training.</td>
</tr>
<tr>
<td>What organizational structures could be put in place to facilitate and achieve government: or example, joint steering committee and/or</td>
</tr>
<tr>
<td>working group for project coordination?</td>
</tr>
<tr>
<td>----------------------------------------</td>
</tr>
<tr>
<td>Is there a lack of organizational capacity and leadership among the community directly affected by land acquisition? If so, will this lead to decision-making issues or legitimacy problems?</td>
</tr>
<tr>
<td>Can local representation be improved: for example, by including representatives of various interest groups such as women, youth, agricultural, business, and others?</td>
</tr>
<tr>
<td>Should organizational capacity be enhanced and, if so, how? For example, there could be discussions with existing community leaders and interest groups on how to strengthen and build organizational structures, workshops to raise awareness, and training courses.</td>
</tr>
<tr>
<td>Do local affected households and communities have limited experience in negotiation and business transactions? If so, will this reduce their ability to negotiate effectively for equitable land acquisition and livelihood-restoration compensation measures?</td>
</tr>
<tr>
<td>Are there competent, solution-oriented local NGOs available to help negotiate or act as honest brokers on behalf of communities affected by land acquisition?</td>
</tr>
<tr>
<td>Will national or local political agendas and election schedules influence attitudes toward the project and affect the process of land acquisition?</td>
</tr>
<tr>
<td>Will the project establish an organizational structure to specifically address land-acquisition issues? If so, will this organization have direct access to project management to address and make decisions on any complex and difficult land-acquisition issues?</td>
</tr>
<tr>
<td>What organizational arrangements will be put in place to ensure that any relevant project contractors will be fully aware of and implement project land-acquisition policies and requirements: for example, could there be a working group, awareness building, or training?</td>
</tr>
</tbody>
</table>

### Social cohesion

<table>
<thead>
<tr>
<th>Authority and power structures and relationships</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social control and discipline</td>
</tr>
<tr>
<td>Stability of local community relationships</td>
</tr>
<tr>
<td>What are the power relationships between displaced communities, local government, traditional leaders, and other authority figures, and how could these relationships influence the land-acquisition process?</td>
</tr>
<tr>
<td>Could land-acquisition compensation and livelihood-restoration measures, alternate livelihood opportunities, and/or an influx of newcomers change existing power structures and relations?</td>
</tr>
<tr>
<td>If so, could traditional authority structures and methods of social control and discipline weaken?</td>
</tr>
<tr>
<td>Could challenges to existing power structures result in changes in attitude toward the project and its land-acquisition process?</td>
</tr>
<tr>
<td>Is there a risk that powerful members of the community will engage in land speculation and corrupt practices or disenfranchise other community members entitled to compensation (&quot;elite capture” of benefits)? If so what measures could be taken to empower communities to understand their land rights and receive compensation for physical and economic displacement, for example, awareness workshops, training, information disclosure, assistance to register land rights and open bank</td>
</tr>
<tr>
<td>Social conflict</td>
</tr>
<tr>
<td>----------------</td>
</tr>
<tr>
<td>Community rivalry and jealousies</td>
</tr>
<tr>
<td>Competition for land and natural resources</td>
</tr>
<tr>
<td>Perception of unequal treatment in land-acquisition compensation measures</td>
</tr>
<tr>
<td>Differential power relations, influence, access to resources and wealth</td>
</tr>
<tr>
<td>Social conflicts and discrimination between local community groups</td>
</tr>
<tr>
<td>Social conflict with newcomers, migrants, refugees</td>
</tr>
<tr>
<td>Social profile, lifestyle, and culture</td>
</tr>
<tr>
<td>Demographic characteristics and census</td>
</tr>
<tr>
<td>Socioeconomic surveys and social impact assessments</td>
</tr>
<tr>
<td>Lifestyle and cultural relationships</td>
</tr>
<tr>
<td>Traditional attachment to the land</td>
</tr>
<tr>
<td>Potential social or cultural disruption</td>
</tr>
<tr>
<td>Political context</td>
</tr>
<tr>
<td>Discrimination issues (for example, nationality, race, tribe, political affiliation, religion, gender, sexual orientation)</td>
</tr>
<tr>
<td>Changing relationships as a result of land acquisition (for example, land-right holders and non-land-right holders, gender, age, ethnic, and socioeconomic groups)</td>
</tr>
<tr>
<td>Land rights and access to compensation entitlements</td>
</tr>
</tbody>
</table>
their deceased spouse’s estate? Is there potential for eviction of widows by their husband’s children?

In cases of polygamous households, how will the rights to land and potential compensation entitlements of the different wives be managed?

If women cannot be compensated directly for loss of household assets and land rights, what measures could be taken to ensure that they participate in and receive equitable compensation benefits?

The project in a larger context: Big-picture issues

<table>
<thead>
<tr>
<th>National and regional context</th>
<th>How will project land acquisition and the requirements of IFC PSs relate to national land-acquisition and compensation standards and requirements? If there are gaps, how will these be addressed?</th>
</tr>
</thead>
<tbody>
<tr>
<td>National, regional, and local development plans</td>
<td>How will project land acquisition and development affect land-use systems and economic activities in the broader region?</td>
</tr>
<tr>
<td>Spatial issues</td>
<td>How will project land-acquisition, changes in land use and infrastructure development (for example, settlements, roads, communication systems, powerlines, dams, and irrigation systems) fit in with master national, regional, or local development plans?</td>
</tr>
<tr>
<td>Temporal issues</td>
<td>What are the spatial relationships between affected communities and surrounding communities (for example, the relationship among authority and administration systems, transportation, economics, and social networks) and what implications does this have for reaching agreements on project land acquisition?</td>
</tr>
<tr>
<td>Cumulative impacts and cumulative impact footprint</td>
<td>What are the potential temporal issues that need to be addressed in project land acquisition, such as phasing of project construction and operational activities to minimize impacts, allowing households to harvest crops before project construction, minimizing project impacts to seasonal migrants and land users, and so forth</td>
</tr>
<tr>
<td>Downstream users</td>
<td>Will a project affecting drainage systems and river flow (for example, dams, water extraction, hydropower, and tailings disposal) have impacts on downstream users such as sand miners, fishing communities, irrigation farmers, and settlements who need water?</td>
</tr>
<tr>
<td></td>
<td>What are the cumulative or long-term impacts of project land acquisition and development and other development projects in the area (cumulative impact footprint), and how could this affect the relocation of affected communities and households, in terms of siting; access to resources, infrastructure, and services; security of tenure; and avoidance of subsequent need to relocate again?</td>
</tr>
<tr>
<td></td>
<td>If only a portion of a village needs to be resettled, what is the tipping point where it would be better to consider relocating the whole village in order to maintain community, social, and economic networks and avoid isolation of directly affected households and avoid separating the community?</td>
</tr>
</tbody>
</table>

Information gaps

<p>| Number of affected persons and households | What information is not readily available or cannot be obtained during scoping? |</p>
<table>
<thead>
<tr>
<th>Affected household assets</th>
<th>Affected community assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valuation of household and community assets</td>
<td>What surveys, research, and consultation will need to be undertaken during the more detailed baseline data collection stage to close these gaps? (Refer to module 4, “Baseline Data Collection”).</td>
</tr>
<tr>
<td>Are there any government procedures or requirements for undertaking surveys to address gaps in information? These could include, for example, consultation, participation, and disclosure; socioeconomic assessments; and asset inventories and valuation.</td>
<td></td>
</tr>
<tr>
<td>Are there local experts or organizations (government officials, researchers, academic institutions, consultants, specialists, NGOs, or CBOs) who could undertake work to address gaps in information?</td>
<td></td>
</tr>
</tbody>
</table>
Appendix B. Example of a Census Form

HOUSEHOLD CENSUS FORM NUMBER:                      Page 1

Enumerator: Date: / /20 Signature:
Checked by: Date: / /20 Signature:
Inputted by: Date: / /20 Signature:

1. IDENTIFICATION OF AFFECTED PROPERTY

GPS Coordinates Northing: Easting:
Locality: District: Province:
Cadastral references of plot: Section: Number:

<table>
<thead>
<tr>
<th>Type of property</th>
<th>Agricultural plot</th>
<th>Residential plot with residential building</th>
<th>Plot with business</th>
</tr>
</thead>
</table>

Tick applicable box

Related forms in the household dossier:
- Affected plot form number(s):
- Affected structure form number(s):
- Affected business form number(s):

Photograph of HHH: Camera or card number: File name(s)

Downloaded and renumbered to: By: Date: / /  

2. IDENTIFICATION OF AFFECTED HOUSEHOLD

Head of household: Full Name: Number: Issued on: / / In:
In the 1995 electoral roll: YES / NO

<table>
<thead>
<tr>
<th>Full name</th>
<th>Relationship with HHH*</th>
<th>Year of Birth</th>
<th>Sex</th>
<th>Occupation **</th>
<th>Usual residence</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>HHH</td>
<td>M F</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td>M F</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
<td>M F</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td></td>
<td>M F</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td></td>
<td>M F</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td></td>
<td>M F</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td></td>
<td>M F</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td></td>
<td>M F</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* 1: Spouse 2: Child 3: Parent 4: Grandparent 5: Grandchild 6:Other

** Codes of occupations
01: Farmer 06: Utility employee 11: Student in primary school
02: Agricultural labourer 07: Employee of private business 12: Pre-School age child
03: Housewife 08: Pensioner 13: Unemployed – does not work at all
04: Small self employed business person (except agric) 09: Student in University or other higher education
05: Government or local authority employee 10: Student in secondary or vocational school 14: Unemployed – works occasionally
06: Student in University or other higher education
15: Other (specify)

Educational status of HHH

<table>
<thead>
<tr>
<th>Cannot read and write</th>
<th>Has completed primary</th>
<th>Has completed secondary</th>
<th>Has university degree</th>
</tr>
</thead>
</table>

Tick applicable box

Observations:

296
1. LIVELIHOOD

In which of the following categories does the average total monthly income of your whole household fall:

<table>
<thead>
<tr>
<th>1: Less than</th>
<th>2: Between and</th>
<th>3: Between and</th>
<th>4: Between and</th>
<th>5: More than</th>
</tr>
</thead>
</table>

*In case there are several bread earners in the household, consolidate them together please*

Amongst the following, what are your main sources of income (1: highest – 0: not significant or not applicable):

<table>
<thead>
<tr>
<th>Salaries</th>
<th>Agric. Production</th>
<th>Small business</th>
<th>Remittances</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Pensions</th>
<th>Government or other assistance</th>
<th>Other (specify):</th>
<th>Other (specify):</th>
</tr>
</thead>
</table>

Amongst the following, what are your main sources of expense (1: highest – 0: not significant or not applicable):

<table>
<thead>
<tr>
<th>Food</th>
<th>Housing (mortgage or rent)</th>
<th>Utilities (water, power, telephone)</th>
<th>Taxes</th>
<th>Transport</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Education</th>
<th>Health</th>
<th>Clothing</th>
<th>Other (specify):</th>
<th>Other (specify):</th>
</tr>
</thead>
</table>

*Applies only to household expenses - small business expenses not to be considered here*

Do you produce some of your food needs: Yes / No

Specify what and how significant it is:

Are there periods of time when it is really difficult to meet basic needs: Yes / No

2. VULNERABILITY ISSUES

Is anyone in the household suffering from one of the following problems:

<table>
<thead>
<tr>
<th>Is anyone in the household suffering from one of the following problems:</th>
<th>Physical handicap</th>
<th>Mental handicap</th>
<th>Chronic disease requiring regular medical attention</th>
<th>Chronic disease requiring hospitalization</th>
<th>Other problem: specify:</th>
</tr>
</thead>
</table>

*Indicate number of affected household members (identification per the table in section 3) in the relevant box*

Observations:

3. COMPENSATION PREFERENCES

Make it clear to interviewee that at this stage this is indicative only. Seek to obtain joint opinion of both spouses.

- Replacement of land and house
- Replacement of land and cash compensation for house
- Cash compensation for both land and house
- Other: (specify)
- Does not know
Appendix C. Example of a Land and Asset Survey Form

PLOT FORM

PLOT FORM NUMBER: 

Enumerator: Date: / /20 Signature: 

Checked by: Date: / /20 Signature: 

Inputted by: Date: / /20 Signature: 

1. DESCRIPTION OF AFFECTED PLOT

Locality: District: Province: 

Cadastral references of plot: Section: Number: 

Photograph of plot: Camera or card number: File name(s) 

Downloaded and renumbered to: By: Date: / / 

Total size: m² Wholly affected: Yes / No If no, size of the remainder: m² 

<table>
<thead>
<tr>
<th>Current usage</th>
<th>Mainly residential</th>
<th>Mainly agricultural</th>
<th>Forest</th>
<th>Pasture</th>
<th>Mainly business</th>
<th>Unused</th>
<th>Other (specify):</th>
</tr>
</thead>
</table>

Tick applicable box 

2. SKETCH OF AFFECTED PLOT

Include coordinates of relevant corners as appropriate

3. OWNERSHIP

<table>
<thead>
<tr>
<th>Regime of ownership and reference of documents</th>
<th>With fully registered title</th>
<th>Title in progress</th>
<th>Formal lease of public property Owner:</th>
<th>Formal lease of private property Owner:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Informal lease Owner:</td>
<td>Other, specify:</td>
<td>Shared ownership YES / NO</td>
<td>If yes, other shareholders:</td>
<td></td>
</tr>
</tbody>
</table>

Tick applicable box – and include reference and date of document presented by occupant in the relevant box
STRUCTURE FORM

STRUCTURE FORM NUMBER: [Blank]

 Enumerator: Date: / /20 Signature: 
 Checked by: Date: / /20 Signature: 
 Inputted by: Date: / /20 Signature: 

1. DESCRIPTION OF AFFECTED STRUCTURE

 Locality: District: Province: 
 Coordinates Northing: Easting: 
 Photograph of plot: Camera or card number: File name(s) 
 Downloaded and renumbered to: By: Date: / / 

Detached building: YES / NO Apartment in larger house: YES / NO

<table>
<thead>
<tr>
<th>Current usage</th>
<th>Mainly residential</th>
<th>Mainly agricultural</th>
<th>Industrial</th>
<th>Commercial</th>
<th>Recreational</th>
<th>Unused</th>
<th>Other (specify):</th>
</tr>
</thead>
</table>

Tick applicable box - Provide details on usage below if necessary

Outside dimensions: _____ m x _____ m Built in year: _____

General condition: Outside: _____ Inside: _____

1: new or very good 2: fair 3: poor 4: ruin, unusable

<table>
<thead>
<tr>
<th>Materials</th>
<th>Walls</th>
<th>Roof</th>
<th>Floor inside</th>
</tr>
</thead>
</table>

2. FOR RESIDENTIAL STRUCTURES ONLY

Living space: _____ m² Number of rooms: _____

Count lounges and bedrooms only, exclude kitchens, bathrooms and storage space

<table>
<thead>
<tr>
<th>Utilities</th>
<th>Connection to Public Water Network</th>
<th>Connection to Public Power Grid</th>
<th>Connection to Telephone Lines</th>
<th>Connection to Public Sewerage</th>
<th>Running water in house</th>
<th>Flush Toilet in house</th>
</tr>
</thead>
<tbody>
<tr>
<td>YES / NO</td>
<td>YES / NO</td>
<td>YES / NO</td>
<td>YES / NO</td>
<td>YES / NO</td>
<td>YES / NO</td>
<td>YES / NO</td>
</tr>
</tbody>
</table>

Heating system:

3. REGIME OF OWNERSHIP / OCCUPATION

<table>
<thead>
<tr>
<th>Regime of ownership and reference of documents</th>
<th>With fully registered title</th>
<th>Title in progress</th>
<th>Formal lease of public property</th>
<th>Formal lease of private property</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owner:</td>
<td>Title in progress</td>
<td></td>
<td>Form lease of public property</td>
<td>Formal lease of private property</td>
</tr>
<tr>
<td>Informal lease</td>
<td></td>
<td></td>
<td>Owner:</td>
<td></td>
</tr>
<tr>
<td>Owner:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Tick applicable box – and include reference and date of document presented by occupant in the relevant box

Building permit: YES / NO – Checked by enumerator: YES / NO
BUSINESS FORM

1. DESCRIPTION OF AFFECTED BUSINESS

Photograph of business: Camera or card number: File name(s)
Type of business: Year of establishment:

01: General retail 06: Artisanal workshop (specify activity) 11: Restaurant, bar, café
02: Specialized retail (specify area) 07: Transportation related activity (provide details) 12: Hotel, inn, guesthouse
03: Minimarket or supermarket 08: Services to agriculture 13: Other (specify)
04: Wholesale (specify area) 09: Construction contractor (specify area if needed)
05: Telephone booth / internet café 10: Petrol station

Provide details on business size and activity as appropriate:

Does the business use an affected structure or plot: Yes / No  If Yes, Structure or plot reference:
Other affected immovable used by the business:
Example: Underground fuel storage

How many full time employees does the business have: Part-time employees:
Include only those paid a salary, not including owners, operator or family helpers who are not paid a salary

Comments:

2. LEGAL ASPECTS

Business is formally registered: YES / NO
IF BUSINESS IS FORMAL: Legal form of business:
Tax registration number:
Owners (shareholders):
Share: % Share: % Share: % Share: %
Operator if different from owner (name, address):

Above information is checked by enumerator from legal documents presented by owner: YES / NO

IF BUSINESS IS INFORMAL:
Owner:
Operator:

3. ECONOMICS OF THE BUSINESS

In average over the last three years:

<table>
<thead>
<tr>
<th>Typical sales</th>
<th>Typical expenses</th>
<th>Typical income</th>
</tr>
</thead>
</table>

Specify unit and period (example: EUR / year)

Above numbers from documents: YES / NO If yes, what documents: Comments:
Appendix D. Example of a Simplified Livelihood Questionnaire

Simplified Livelihood Questionnaire – Affected Household

1. Cadastral number of affected land plot(s): ____________________________ 2. Village: ____________
3. Total surface of affected plot: _______ ha
5. Full name of household head: ____________________________
6. Permanent address: _______________________________________
7. Telephone number: ____________________________ 8. Mobile: ____________

Composition of household (to include ALL who live in the family; but not co-owners of the affected land plot who do not physically live in the surveyed household).

<table>
<thead>
<tr>
<th>Member</th>
<th>1 (Head)</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relationship to HH Head - See codes below</td>
<td>N/A</td>
<td>9</td>
<td>10</td>
<td>11</td>
<td>12</td>
<td>13</td>
<td>14</td>
<td>15</td>
</tr>
<tr>
<td>Age</td>
<td>16</td>
<td>17</td>
<td>18</td>
<td>19</td>
<td>20</td>
<td>21</td>
<td>22</td>
<td>23</td>
</tr>
<tr>
<td>Gender (M/F)</td>
<td>MA</td>
<td>25</td>
<td>26</td>
<td>27</td>
<td>28</td>
<td>29</td>
<td>30</td>
<td>31</td>
</tr>
<tr>
<td>Primary occupation - See codes below</td>
<td>32</td>
<td>33</td>
<td>34</td>
<td>35</td>
<td>36</td>
<td>37</td>
<td>38</td>
<td>39</td>
</tr>
<tr>
<td>Educational level - See codes below</td>
<td>40</td>
<td>41</td>
<td>42</td>
<td>43</td>
<td>44</td>
<td>45</td>
<td>46</td>
<td>47</td>
</tr>
<tr>
<td>Handicap or chronic illness</td>
<td>48</td>
<td>49</td>
<td>50</td>
<td>51</td>
<td>52</td>
<td>53</td>
<td>54</td>
<td>55</td>
</tr>
</tbody>
</table>

Relationship to Household Head: 1: Spouse 2: Son or Daughter 3: Father or Mother 4: Brother or Sister 5: Grandkids 6: Other
Primary Occupation: 1: Farmer 2: Pensioner 3: Unemployed 4: Civil Servant 5: Business (non farming) 6: Housekeeper 7: Temporary/ad hoc jobs 8: Other
Educational Level: 1: Primary 2: Secondary 3: Technical 4: Higher (univ/institute) 5: None (primary not completed)
Handicap: 1: Invalid 1st Category 2: Invalid 2nd Category 3: Invalid 3rd Category 4: Other invalidity or chronic illness

Does your household own one or several of the following items: Mark X what applies

<table>
<thead>
<tr>
<th>Colour TV</th>
<th>Satellite Dish</th>
<th>Telephone</th>
<th>Mobile phone</th>
<th>Internet</th>
</tr>
</thead>
<tbody>
<tr>
<td>56.</td>
<td>57.</td>
<td>58.</td>
<td>59.</td>
<td>60.</td>
</tr>
<tr>
<td>Personal computer</td>
<td>Washing machine</td>
<td>Refrigerator</td>
<td>Motorcycle</td>
<td>Car</td>
</tr>
<tr>
<td>62.</td>
<td>63.</td>
<td>64.</td>
<td>65.</td>
<td>66.</td>
</tr>
</tbody>
</table>

68. What is the first source of expenditures of your household? ______ Mark one


69. How much in average do you spend monthly? To find the number, break it down by categories ______

To find the number, break it down:

Food: ____________________________ USD
Housing: ____________________________ USD
Schooling or university expenses: ____________________________ USD
Utilities: ____________________________ USD
Health: ____________________________ USD
Farming expenditures or related to livestock: ____________________________ USD
Business: ____________________________ USD
Transport: ____________________________ USD
Other: ____________________________ USD

70. Tenure of the affected plot: Check whatever applies

You own it and you use it yourself
You own it and you rent it out to somebody else
You rent it from the State or Municipality
You rent it from a private owner

Clarification: Questions 70 through 75 refer to ONLY the affected land plot.
71. Do you use the affected plot for agriculture? Yes / No ______________
   "Agriculture" includes pasture with animals grazing, hay, gardening, orchards, and usual annual crops

72. If you answered No to question 71, what do you use the affected plot for? ____________________________
   0: Not used  1: Residence  2: Agricultural building  3: Industrial or commercial building  4: Other

If you answered Yes to question 71, go to 73

73. Do you irrigate this land  Yes / No ______________

73b. Where does the irrigation water come from? ______________
   1: Amdalas mountain via traditional system  2: Spring in the area  3: Well in the area  4: Other

74. Typical crop on this plot: (coded answer): __________ Mark whatever applies – could be one or more.
   1: Wheat  2: Maize  3: Other grain crop  4: Beet  5: Potato  6: Garden crop  7: Luzern  8: Other fodder crop
   9: Grass for hay production  10: Grass for pasture  11: Apricot trees  12: Other fruit trees  13: Bee hives
   14: Medicinal herbs  15: Herbs for cooking  16: Mushrooms  17: Firewood or timber
   18: Water supply for livestock or crops  19: Water supply for drinking  20: Hunting

75. Is the affected plot mainly used for your own food needs/consumption? Yes / No ______________

76. What is the total surface of your agricultural land (including this affected plot and all others):

Total: sum of all listed below __________ ha

   Land/Cadastre code of land parcels owned
   Affected land code ______________________ ha __________/surface
   Other land(s) code ______________________ ha __________
   Other land(s) code ______________________ ha __________
   Other land(s) code ______________________ ha __________
   Other land(s) code ______________________ ha __________

77. What is the average yearly income of your household from agriculture: Attach the breakdown calculation

   Hay ________________________________ USD
   Cattle (meat, milk, etc.) ________________________________ USD
   Milk products (cheese, etc.) ________________________________ USD
   Honey ________________________________ USD
   Vegetable ________________________________ USD
   Walnut ________________________________ USD
   Apple/other fruits ________________________________ USD
   Apricot ________________________________ USD
   Fish ________________________________ USD
   Other ________________________________ USD

78. What is your annual average total income, including agriculture (above); paid job, temporary /seasonal jobs; unofficial services/jobs (cutting hay for neighbors, etc.) __________ USD

79. In enumerator's assessment (not a question), is there potential for vulnerability in this household: Yes / No

80. If yes to 79, why:
   1: Elderly  2: invalid  3: Very poor, cannot cope with their basic needs  4: Female-Headed Household  5: Flagged by local authorities
   Other

81. In the last five years has the affected plot been subject to any of the following?
   1: Flooding  2: Erosion  3: Landslips  4: Overgrazing  5: Drought

82. How do you access the plot? (coded answer)
   1: by foot  2: by animal e.g. horse/donkey  3: by private vehicle  4: by public vehicle

83. NAME OF ENUMERATOR ________________ 84. DATE OF SURVEY ________________

Livelihood Survey Form
Appendix E. Example of an Asset Sheet

Asset sheet

STAKEHOLDER

Reference: II-11440
Stakeholder: Diollo Mamadou
Individual Reference: I-01018
Gender: Male
ID:

Contact: Office phone: 696-974-3555
Location: Elko

ASSETS

<table>
<thead>
<tr>
<th>Reference</th>
<th>Description</th>
<th>Unit</th>
<th>Quantity</th>
<th>Rate</th>
<th>Ownership %</th>
</tr>
</thead>
<tbody>
<tr>
<td>C-01850</td>
<td>Pineapple Mature</td>
<td>m²</td>
<td>50</td>
<td>3.4</td>
<td>100 (User), 100 (Owner)</td>
</tr>
<tr>
<td>C-01651</td>
<td>Palm oil Young</td>
<td>m³</td>
<td>60</td>
<td>25</td>
<td>100 (User), 100 (Owner)</td>
</tr>
<tr>
<td>PA-00531</td>
<td>Residential Land Plot</td>
<td>m²</td>
<td>426</td>
<td>426</td>
<td>100 (Owner), 100 (User)</td>
</tr>
<tr>
<td>S-00533</td>
<td>House type F4, 92 m²</td>
<td>m²</td>
<td>78.54</td>
<td>10</td>
<td>100 (User), 100 (Owner)</td>
</tr>
</tbody>
</table>

SIGNATURES

I confirm that the assets mentioned above represent what has been surveyed on my property.

Owner signature

Witness signature

Company representative signature

THIS DOCUMENT IS UNCONTROLLED IN HARD COPY FORMAT

Generated on: 2017-07-20 11:46:36
Appendix F. Example of a Compensation Agreement

Project name

Compensation Agreement

Agreement between “Stakeholder” and “Company”

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Reference</td>
<td>CF-01132</td>
</tr>
<tr>
<td>Stakeholder</td>
<td>Diallo Mamadou</td>
</tr>
<tr>
<td>Stakeholder reference</td>
<td>I-01018</td>
</tr>
<tr>
<td>Contact</td>
<td>Office phone: 696-974-3555</td>
</tr>
<tr>
<td>Location</td>
<td>Bko</td>
</tr>
<tr>
<td>Survey ID</td>
<td>10133</td>
</tr>
<tr>
<td>Rate year</td>
<td></td>
</tr>
<tr>
<td>Land request</td>
<td>Access to zone 2 (2017)</td>
</tr>
<tr>
<td>Bank account</td>
<td></td>
</tr>
</tbody>
</table>

Monetary compensation

<table>
<thead>
<tr>
<th>Description</th>
<th>Quantity</th>
<th>Rate</th>
<th>Ownership %</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>House type F4, 92 m² (S-00033)</td>
<td>78.54 m²</td>
<td>10.00 $</td>
<td>100 (Owner)</td>
<td>765.40 $</td>
</tr>
<tr>
<td>Pineapple Mature (C-01850)</td>
<td>50.0 m²</td>
<td>3.40 $</td>
<td>100 (User)</td>
<td>170.00 $</td>
</tr>
<tr>
<td>Palm oil Young (C-01851)</td>
<td>80.0 m²</td>
<td>25.00 $</td>
<td>100 (User)</td>
<td>2,000.00 $</td>
</tr>
<tr>
<td>Transport allowance</td>
<td></td>
<td></td>
<td></td>
<td>1,250.00 $</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td>4,205.40 $</td>
</tr>
</tbody>
</table>

In-kind compensation

<table>
<thead>
<tr>
<th>Compensation (Quantity)</th>
<th>Description</th>
<th>Quantity</th>
<th>Ownership %</th>
</tr>
</thead>
<tbody>
<tr>
<td>House plot (1)</td>
<td>Residential Land Plot (PA-00031)</td>
<td>1.0 m²</td>
<td>100 (Owner)</td>
</tr>
</tbody>
</table>

Instalments

<table>
<thead>
<tr>
<th>Instalment</th>
<th>Date</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2017-08-16</td>
<td>4,205.40 $</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>4,205.40 $</td>
</tr>
</tbody>
</table>

Deliveries

<table>
<thead>
<tr>
<th>Compensation (Quantity)</th>
<th>Delivery stage</th>
<th>Detail</th>
<th>Date</th>
</tr>
</thead>
</table>

Generated on 2017-07-20

---

22 Template provided by Borealis, [www.boreal-is.com](http://www.boreal-is.com).
<table>
<thead>
<tr>
<th>Compensation (Quantity)</th>
<th>Delivery stage</th>
<th>Detail</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>House plot (1)</td>
<td>1</td>
<td>Present options</td>
<td>2017-09-16</td>
</tr>
<tr>
<td>House plot (1)</td>
<td>2</td>
<td>Select option</td>
<td>2017-10-16</td>
</tr>
<tr>
<td>House plot (1)</td>
<td>3</td>
<td>Delivery</td>
<td>2017-10-23</td>
</tr>
</tbody>
</table>

Signature - Diallo Mamadou

Signature - Company representative
Appendix G. Structure of a RAP/LRP

EXECUTIVE SUMMARY

1. SCOPE OF THE RESETTLEMENT ACTION PLAN: INTRODUCTION
   1.1 Scope and contents of this report
   1.2 Key definitions

2. PROJECT DESCRIPTION AND PROJECT POTENTIAL IMPACTS
   2.1 Project objectives
   2.2 The project footprint and its associated land impacts
   2.3 Minimization and avoidance of project displacement impacts

3. LEGAL FRAMEWORK
   3.1 The constitution
   3.2 The expropriation law
   3.3 Land tenure regime
   3.4 Lenders’ policies on involuntary resettlement

4. PRINCIPLES, OBJECTIVES, AND PROCESSES
   4.1 Principles and objectives
      4.1.1 Applicable Regulatory Framework
      4.1.2 Minimization of Displacement
      4.1.3 Cut-Off Date and Eligibility
      4.1.4 Livelihood Restoration
      4.1.5 Compensation
      4.1.6 Consultation-Grievance mechanisms
   4.2 Process overview
      4.2.1 With Expropriation (formalized ownership)
      4.2.2 Without Expropriation (informal occupation)

5. BASELINE OF AFFECTED ASSETS AND AFFECTED PERSONS
   5.1 Census of affected assets and affected households
      5.1.1 Methodology
      5.1.2 Implementation
      5.2.3 Results
   5.2 Socioeconomic baseline surveys
      5.2.1 Methodology
      5.2.2 Implementation
5.2.3 Results (including livelihoods, social fabric, culture, relevant socio-political aspects)

5.3 Affected land
   5.3.1 Estimates of Surfaces Potentially Required
   5.3.2 Categorization of Land Needs (Permanent, Temporary)
   5.3.3 Land Tenure Regimes

5.4 Affected structures
   5.4.1 Estimates of Numbers of Affected Structures
   5.4.2 Categorization of Structures
   5.4.3 Structure Ownership Regime

5.5 Affected businesses
   5.5.1 Estimates of Numbers of Affected Businesses
   5.5.2 Categorization of Businesses
   5.5.3 Business Ownership Regime

5.6 People
   5.6.1 Estimates of Numbers of Affected Persons
   5.6.2 Economic and Physical Displacement
   5.6.3 Summary Socioeconomic Description and Categorization of Affected Persons
   5.6.4 Compensation Preferences

6. RESETTLEMENT AND COMPENSATION STRATEGY

6.1 Entitlements
   6.1.1 Eligibility to Compensation
   6.1.2 Entitlement Matrix

6.2 Valuation of affected assets
   6.2.1 Land
   6.2.2 Structures
   6.2.3 Crops and Trees
   6.2.4 Businesses

6.3 Resettlement
   6.3.1 Reconstruction
   6.3.4 Livelihood Restoration

6.4 Cash compensation
   6.4.1 Rates
6.4.2 Payment

7. LIVELIHOOD RESTORATION AND IMPROVEMENT

7.1 Principles (eligibility, key aspects of livelihood restoration and improvement entitlements)

7.2 Restoration and improvement of land-based livelihoods (replacement land and agricultural improvement packages)

7.3 Restoration and improvement of nonland-based livelihoods (employability enhancement, project procurement and employment, support to SME creation and development, and so on)

7.4 Training

7.5 Specific aspects related to gender

7.6 Specific aspects related to vulnerability

7.7 Partnerships and linkages for planning and implementation of livelihood restoration and improvement

8. CONSULTATION AND DISCLOSURE

8.1 Main results of consultation carried out for preparing the RAP

8.2 Engagement plan for further stages

8.3 Disclosure

9. GRIEVANCE MANAGEMENT MECHANISMS

9.1 Key principles

9.2 Registration of grievances

9.3 First tier of amicable settlement

9.4 Appeal and mediation

9.5 Appeal to court

10. VULNERABLE PEOPLE

10.1 Identification of vulnerable people

10.2 Potential activities in assistance to vulnerable people

11. MONITORING AND EVALUATION

11.1 General objectives of monitoring and evaluation

11.2 Auditing and monitoring during implementation

11.2.1 Scope and Content – Internal Activities

11.2.2 Scope and Content – External Activities

11.2.3 Indicators, including Key Performance Indicators

11.2.4 Reporting

11.3 Evaluation and completion audit

11.2.1 Objectives and Scope
11.2.2 Success / Completion Criteria

11.2.3 Timing and implementation arrangements for completion audit

12. IMPLEMENTATION RESPONSIBILITIES AND FUNDING

12.1 Implementation responsibilities

12.2 Budget and arrangements for funding

12.3 Time schedule (including review of compatibility of resettlement schedule with overall project construction and development schedule)

Appendix A. Detailed results of the census and socioeconomic survey
Appendix B. Census dossier and methodology
Appendix C. Template of a claim registration and follow-up form
Appendix H. Scoping and RAP Consultants: Template for Terms of Reference

498. This appendix provides suggested terms of reference (TOR) for consultants to be used when requesting proposals for (i) scoping and (ii) a RAP/LRP.

I. TABLE OF CONTENTS FOR A SCOPING TOR

OBJECTIVES OF THE SCOPING

1. Determine whether a RAP or an LRP is required
2. Scope project physical and economic displacement
3. Assess project alternatives to minimize impacts
4. Define the strategy for land acquisition and resettlement, including division of roles and responsibilities among client, external consultants, and the government
5. Prepare terms of reference for a RAP/LRP

SCOPE OF WORK

Task 1: Considering project land needs and assess project alternatives
Task 2: Profiling affected persons and considering availability of replacement land and resources
Task 3: Identifying and assessing resettlement sites
Task 4: Assessing design alternatives
Task 5: Defining the legislative framework
Task 6: Developing community grievance procedures
Task 7: Gaining alignment with government on land-acquisition and resettlement approaches and strategies

SCHEDULE AND BUDGET

II. TOR FOR A RAP/LRP

A. Background and Introduction

500. This section presents a summary of the proposed project in terms of the project developer, project components, and associated land impacts, based on findings of the Scoping Report.

B. Objectives of the RAP/LRP

501. The client is to confirm standards to be adopted by the land-acquisition and resettlement exercise. Typically, this is found in national regulation and lenders requirements. The objectives of the RAP/LRP include the following:

- To avoid, and when avoidance is not possible minimize displacement by exploring alternative project designs.
- To avoid forced eviction.
• To anticipate and avoid, or where avoidance is not possible minimize, adverse social and economic impacts from land acquisition or restrictions on land use by (i) providing compensation for loss of assets at replacement cost and (ii) ensuring that resettlement activities are implemented with appropriate disclosure of information, consultation, and the informed participation of those affected.

• To improve, or restore, the livelihoods and standards of living of displaced persons.

C. General Requirements of Contractor

i) Skills and composition

502. The RAP contractor will provide a team with the requisite skills to carry out the tasks to achieve a RAP that meets the requirements outlined below. The team will include experts with demonstrated expertise in the following areas: resettlement, socioeconomic studies, land-use planning, and public consultation.

ii) Timeframe

503. This section will describe the timeframe requirement for preparation of the RAP/LRP.

D. Scopes and Tasks

i) Project management

504. The consultant is to appoint a project manager with extensive experience in preparing a RAP/LRP that meets requirements of the host country and applicable international standards. The project manager will be responsible for the day-to-day implementation of the RAP/LRP work, including regular updates to the client and timely delivery of the final products.

ii) Description of the regulatory framework

- Identify national and regional land-acquisition and resettlement legal requirements, permitting procedures, and compensation eligibilities.
- Identify international financing requirements.
- Identify and bridge gaps between the above two and state project land-acquisition and resettlement strategies.

iii) Project impacts

- Identify types of project land use (including restriction of land access)—direct and indirect, permanent and temporary.
- Prepare impact tables that detail each category of affected land, assets, and persons.
- Document project resettlement minimization process and outcomes.

iv) Identification of affected persons and community

505. Identify project-affected persons and community through field surveys:

- A census to enumerate all affected persons and register them according to location.
- An inventory of lost and affected assets at the household, enterprise, and community level.
- Socioeconomic surveys and studies of all affected persons (including seasonal, migrant, and host communities).
• **Analysis of surveys and studies** to establish compensation parameters, to design appropriate income restoration and sustainable development initiatives, and to identify baseline monitoring indicators.

• **Consultation** with affected populations regarding mitigation of effects and development opportunities.

**v) Stakeholder engagement and public disclosure**

506. Map key stakeholders and develop specific strategies of engagement throughout the RAP/LRP process. Include host communities if physical displacement requires a resettlement site.

507. Client will list disclosure requirements in this section.

**vi) Eligibility criteria and compensation**

508. The consultant will do the following:

• **Establish criteria for determining the resettlement eligibility of affected households:** Eligibility criteria must be advantageous to women and other vulnerable groups, including those without legal title to assets. The eligibility criteria will be disclosed to affected communities and other project stakeholders as part of task 5. Feedback from the disclosure process will be used in the delivery of compensation and livelihood restoration.

• **Prepare an entitlements matrix listing all likely impacts.** It will identify
  o all categories of affected persons,
  o all types of loss associated with each category, and
  o all types of compensation and assistance to which each category is entitled.

• **Prepare standards for compensation and livelihood restoration:** Prepare a formula for setting full replacement costs for assets lost, including land. Establish options for culturally acceptable replacements for lost services, cultural sites, common property, or access to resources for subsistence, income, or cultural activities.

• **Prepare options for relocation and income restoration:** These will build on the existing social, economic, and cultural parameters both of displaced persons and of host communities. Provide for relocation costs, lost income, and income support during transition. Where appropriate, prepare relocation plans including selection and preparation of relocation sites. Make provisions for landownership, tenure and transfer, and access to resources.

• **Where incomes must be restored, provide for needs assessment, employment generation, and credit disbursement:** Where affected persons are to change their occupation, provide for training and vocational support mechanisms. Review the likely environmental impact of the resettlement process and build in plans to mitigate any adverse environmental effects.

• **Make special provision for vulnerable groups.**

**vii) Grievance mechanism**

509. Develop a grievance and disputes mechanism as part of the RAP/LRP. The process shall clearly describe how affected persons will seek redress for grievances regarding any aspect of the RAP/LRP. The process should give special attention to women and members of vulnerable groups to ensure that they have equal access to grievance redress procedures.
viii) Implementation arrangement

510. Prepare a timeframe and implementation schedule for land acquisition and resettlement in conjunction with the agreed implementation schedule for project components, showing how affected persons will be informed.

ix) Monitoring and evaluation

511. Prepare a M&E plan, identifying the responsibilities, timeframe, and some key indicators. This will include ongoing monitoring by key agencies supplemented by an independent evaluation. Specify the timeframe for monitoring and reporting.

x) Budget

512. Prepare an indicative budget. Identify indicative land-acquisition and resettlement costs. Prepare budgetary allocation and timing. Specify sources of funding and approval process. Prepare an annual budget estimate for resettlement by major category of expenditure.

E. Deliverables

513. Present the requirements and timeframe for all deliverables.
Appendix I. Resettlement Compliance Reviews: Template for Terms of Reference

514. This appendix provides suggested TOR for consultants to be used with required adaptations to the project situation when requesting proposals for resettlement compliance reviews.

A. General Requirements of Contractor

i) Capabilities

515. The compliance reviewer should have significant and demonstrated international experience in resettlement (planning, implementation, and monitoring), including land acquisition, expropriation, livelihood restoration, and SE, and should be perfectly familiar with the application of international resettlement standards such as IFC Performance Standard 5 in the context of (COUNTRY).

ii) Timeframe

516. This section of the TOR should describe the timeframe requirement for compliance reviews (frequency of reviews during the different phases of the land acquisition and resettlement process).

B. Scope and Tasks of the Resettlement Compliance Auditor

517. The scope of work of resettlement compliance reviews should include the following:

i) General

- Assess overall compliance of the actual implementation of land acquisition and resettlement with RAP/LRP objectives, commitments, and government and lenders policies and standards on land acquisition and involuntary resettlement
- Verify progress on the recommendations that the compliance reviewer made during previous visits
- Interview a representative cross-section of affected households (including, as relevant, women-headed households, informal or customary owners, nonowners, both physically and economically displaced people, and other meaningful categories in the context of the project) and enterprises (both formal and informal) to:
  - Assess the extent to which the standards of living and livelihoods of displaced households are being (or have been) restored or enhanced
  - Measure whether households have been sufficiently and adequately informed and consulted with, including female members, and
  - Gather their opinions on entitlement delivery, including compensation payment, resettlement housing, livelihood-restoration measures, and grievance management
- Use panel surveys (visiting the same households during each of the reviews over the entire resettlement period)
- Use internally done socioeconomic surveys and satisfaction surveys carried out by the project (and provide guidance to the process of regular surveys)
• Check on the resolution of a cross-section of grievances (interview aggrieved people, inspect sites as warranted to ascertain the substance of the grievance, and review the proposed resolution)
• Check the accessibility, transparency, documentation, and gender-equity of the grievance management system
• Assess the ongoing level of project support or social license to operate within the different affected groups (including all above-mentioned relevant categories)

**ii) Resettlement and compensation process, delivery of entitlements**

• Review if entitlements were delivered and implemented on time (as set out in the RAP/LRP implementation schedule); address all categories of project affected persons in the review, including women and other relevant groups
• Assess whether compensation is at full replacement cost based or whether updates to compensation rates may be necessary, based on quantitative price surveys done internally by the project
• Review the quality, long-term sustainability of resettlement housing and quality of living therein, including (as relevant) thermal comfort, sustainability and durability of construction techniques, water supply, cooking conditions, heating techniques and related expenses, sanitation, convenience of toilets and bathrooms. Make sure that women can express their views on these issues
• Review the potential for environmental impacts associated to construction of resettlement sites and housing, as well as to solid and liquid waste generated by the future population at the resettlement site
• Review the potential for working conditions issues associated to construction of resettlement sites and housing
• Review any gender issues associated with delivery of compensation, including access to compensation cash by women where compensation is delivered totally or partially in cash
• Review any issues associated with delivery of entitlements to vulnerable people, including whether vulnerability factors such as disability or health issues have been taken consideration of in the resettlement site and housing design
• Review measures taken to avoid or mitigate the potential negative effects of cash compensation, including training to cash management and others

**iii) Livelihood restoration**

• Review any livelihood-restoration programs and the extent to which they are assisting in providing alternative livelihoods for affected households to help offset the impacts of displacement.
• Review enrollment mechanisms (is everyone participating, are enrollment processes fair to all categories of affected persons, including women, vulnerable people, and other relevant groups)
• Verify implementation of measures to restore or enhance the quality of life and livelihoods of displaced households and assess their effectiveness
• Check the adequacy of resources dedicated to livelihood restoration against commitments in the RAP/LRP and actual needs of the programs
• Assess the extent to which the quality of life and livelihoods of affected communities are being restored and/or improved, through replicate surveys (quantitative and qualitative) undertaken by the project.

iv) M&E

• Review internal monitoring and reporting procedures for conformity with the RAP/LRP, particularly whether indicators are gathered per commitments in the RAP/LRP (frequency)
• Review the quality of data gathering, processing, and storage procedures
• Review the adequacy of monitoring indicators against actual impacts
• Review internal monitoring and grievance records and identify any potential areas of noncompliance, systemic or recurrent problems, or potentially disadvantaged groups or households that have not received adequate assistance.

v) Grievances

• Review grievance records for evidence of any significant noncompliance or recurrent poor performance in resettlement implementation or grievance management
• Meet a cross-section of aggrieved individuals with different types of grievances (both ongoing and closed) and check on the fairness and transparency of the grievance management process

vi) Vulnerable people

• Appraise systems to identify, track, and provide assistance to vulnerable people, and assess compliance with the RAP
• Check that all categories of potentially vulnerable people are adequately addressed by proper assistance measures
• Assess interaction with government agencies in charge of delivering social welfare services

vii) Implementation

• Assess whether there are adequate resources to implement the RAP and any training or capacity building requirements, including in relation to assistance to vulnerable people and livelihood restoration
• Review the gender balance of staff dedicated to engagement with affected communities
• Make sure that the team is inclusive enough to reflect the diversity of the affected groups, particularly but not only in terms of language abilities
• Identify any bottlenecks in resources (human and material) and provide recommendations in respect of staffing or other resource enhancement as relevant
• Assess the data management system and its outputs and outcomes (including whether data are current, stored, secure), and whether personal data protection legal requirements are met by the project
• Compare progress against the initial schedule and assess whether any extensions may be needed, particularly in terms of resources
• Review any situations of corruption or extortion if relevant and the way they have been managed
• Review government participation and actual delivery by government on commitments made per the RAP/LRP, including in terms of infrastructure at resettlement sites

• Review the performance of any other third parties involved in the RAP implementation, including in relation to livelihood restoration and assistance to vulnerable people

C. Reports of Resettlement Compliance Auditor

518. Reports of each review are brief and contain:

• A description of key findings and an assessment of project compliance and performance against key requirements of PS5 and commitments in the RAP or LRP

• A ranking of observed noncompliances (critical, major, minor)

• A list of recommendations with a ranking of their priority

• An assessment of the implementation of recommendations made previously
Appendix J. Resettlement Completion Audit: Template for Terms of Reference

519. This appendix provides suggested TOR for consultants to be used when requesting proposals for resettlement completion audits.

A. General Requirements of Completion Audit Contractor

i) Capabilities

520. The consultants in charge of the completion audit should have significant and demonstrated international experience in resettlement (planning, implementation, and monitoring), including land acquisition, expropriation, livelihood restoration, and SE, and should be perfectly familiar with the application of international resettlement standards such as IFC PS5 in the context of (COUNTRY).

ii) Timeframe

521. This section of the TOR should describe the timeframe requirement for the completion audit (suggested timeframe for typical projects: 6 months—including surveys). The services should be broken down into three phases as follows:

1. Scoping of completion audit, preparation of detailed terms of reference for surveys (typically one month);
2. Surveys (qualitative and quantitative), contracted separately (typically three months); and
3. Completion review and report write-up (typically one month).

iii) List of Available Documentation

522. This section of the TOR should provide the list of available documentation. As a minimum:

- RAP (or LRP)
- ESAP and/or ESMP
- Internal monitoring reports
- Initial baseline reports
- Initial socioeconomic questionnaires and raw data
- Compliance review reports

B. Project Background

523. This section of the TOR should provide essential elements of the project description as well as a description of key displacement impacts (economic and physical), and of the compensation, resettlement, and livelihood restoration strategy.
C. Scope of Work

i) General

524. The objectives of the resettlement completion audit are the following:

- Determine whether requirements of PS5, key commitments made in the RAP (or LRP—as the case may be), and other commitments deriving from the ESMP, ESAP or any other relevant documentation, have been met by the sponsor.
- Assess the effectiveness of measures to avoid and minimize displacement impacts by comparing actual project impacts on land and people versus those documented in the RAP.
- Verify that entitlements described in the RAP have been delivered.
- Determine whether RAP measures have been effective in enhancing (or as a minimum restoring) affected persons’ living standards and livelihoods.
- Check on any systemic grievances that may have been left outstanding.
- Identify any corrective actions necessary to achieve completion of RAP commitments.

ii) Scoping Phase

525. The scoping phase of the Resettlement Completion Audit will include the following tasks:

1. Review of available documentation, including RAP (or LRP) and compliance review reports;
2. Based on the above, and particularly on the M&E commitments in the RAP/LRP, establishment of a list of key compliance indicators, against which the completion audit will seek to check compliance of the actual performance of the project; establishment, based on commitments in the RAP/LRP, of clear completion objectives (for example, XX% of affected households have improved or restored their livelihoods); submission of the list of key compliance indicators and of the compliance criteria to the client for review and endorsement, as part of the completion audit scoping report (see below);
3. Site visit, rapid review of key resettlement issues, engagement with the client, PAPs (or their representatives), and key stakeholders, including local government authorities and any government agencies involved in the RAP/LRP planning, implementation, and monitoring;
4. Detailed review of baseline surveys, including data storage and possibility to process the baseline data and compare to data acquired as part of the completion audit;
5. Preparation of a detailed strategy for replicate surveys to be undertaken as part of the completion audit, including both qualitative and quantitative surveys, and development of an implementation plan for surveys (timeline, resources, procurement strategy if surveys are outsourced);
6. Development of a completion audit scoping report, including key compliance indicators and survey strategy.
iii) Surveys

526. Surveys will be implemented under the client’s responsibility (either internally or outsourced) based on the strategy established by the resettlement completion audit consultant in the scoping stage.

iv) Assessment of Completion

527. A comparison for the relevant categories of PAPs of their socioeconomic circumstances will be carried out between the baseline and post-resettlement situations, using both qualitative and quantitative surveys. Comparisons will be disaggregated by gender, by PAP category (for example, economically and physically displaced) and along any relevant social or economic parameter (for example, vulnerable, ethnic group, community, geographic area, and so forth). Where needed, statistical tests will be carried out to ascertain the significance of the observed differences.

- **Qualitative**: Compare qualitative indicators such as (suggested list, to be complemented to match the characteristics of the project and area):
  - Perceived quality of housing;
  - Perceived quality of life, including, but not limited to insertion in social networks, access to social and cultural events, quality of environment, and so on;
  - Perceived standards of living, including income and perceived evolution with the resettlement (or compensation) process, access to assets, access to livelihood streams such as agricultural land (quantity and quality) and employment, access to services including education and health, access to utilities including power water and sanitation;
  - Use of cash compensation (where relevant) and perceived impact of compensation on the household economy;
  - Perceived changes in gender equality, gender distribution of household tasks and responsibilities, respective female and male access to services, utilities, land, employment and sources of income;
  - Perceived changes in household economy, including any increase in expenditures associated with resettlement, diminution of ability to consume self-produced agricultural products, access to natural resources including fuel wood and/or other important natural products.

- **Quantitative**: Compare quantitative indicators such as (suggested list, to be complemented to match the characteristics of the project and area):
  - Income from different sources (as relevant: agriculture, employment, informal and formal business, social welfare allowances, remittances, pensions, and so on);
  - Access to agricultural land (number of hectares/ acres available to household, transportation time to agricultural land);
  - Cost of housing, water, power;
  - Transportation time to employment areas and to other areas important to peoples’ life and livelihoods;
o Morbidity, with particular focus on diseases that may have environmental causes such as water-borne and respiratory diseases.

528. Any outstanding grievances and court cases shall be reviewed.

529. Lastly a systematic qualitative review of all commitments made in the RAP/LRP shall be carried out and detailed completion tables for all of these commitments shall be prepared.

v) Completion Audit Report

530. The Completion Audit Report shall reflect all relevant conclusions of the Completion Audit. For commitments for which the auditor concludes that completion has not been reached, a detailed action plan (activity, responsibilities, timeframe, success indicators) shall be prepared.