

Recommendations – Resettlement Summary Table

Issue	Recommendation	Responsible Stakeholders	Time Scale	Origin	Example of Issue
Unsustainable social and environmental performance	The financing of projects should be more closely tied to responsible social & environmental performance.	Financing organisations	Immediate	-	-
	Junior mining companies need to improve their social and environmental performance in line with international best practice.	Junior mining companies	Immediate	-	-
Involuntary resettlement decided without in-depth consideration of alternatives.	Where possible, always look for an alternative to involuntary resettlement. If the cost to change plans is seemingly excessive, then remember the cost required both financially and otherwise to affect an involuntary resettlement programme.	Mining companies	Project planning	-	-
Inadequate cost-benefit analysis	Facilitation of the more equitable distribution of the costs and benefits of a mining project. This requires improved cost-benefit analysis, risk analysis and a change in the decision-making process as to whether a project proceeds or not.	Mining companies, governments	Project planning	Section 5.2	Most development projects
Inequitable distribution of costs and benefits	Involve local stakeholders in the project decision-making process such that they can benefit from the project and not only share the costs.	Mining companies, governments	Project planning	Section 5.2	Most development projects
Lack of communication with, and participation by, affected communities	Begin consultations with the surrounding communities at the exploration stage of a mining project. Involve persons from the community at this stage and make use of experts in the social and development fields. Where possible, use local expertise. Remember to manage expectations, which may mean saying no.	Mining companies, implementation agent, government, communities	Exploration	Section 5.2; Section 7.2.2.4	-

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	Maintain open, honest and transparent communication and participation with all stakeholders throughout the project.	Mining companies, implementation agent, government	Throughout	Section 5.2; Section 7	-
Lack of participation of authorities	Authorities must be brought on board from day one.	Mining companies, authorities	Project conception	-	-
Undemocratic consultation processes	All stakeholders need to participate e.g. women, the frail.	Mining companies, implementation agent, government	Project conception	Section 7	-
Communities are unaware of their rights.	The resettlement process must be an educational process, which informs people of their rights in a clear and unambiguous manner.	Implementation agent, government, communities	Resettlement planning	Section 7	-
Unsubstantiated prejudices towards affected communities	Attitudes towards social issues must change. Communities must be accorded the rights they deserve and their livelihood systems respected. Even if their systems do not enjoy legal status, merely explaining away their entitlement is totally inadequate.	Mining companies, Government	Immediate	Section 7	-
RAP & SDP are commissioned by mining company to satisfy finance requirements. Once financing is approved actual implementation not enforced.	Mechanisms to ensure implementation of RAP & SDP should be clearly defined in financing agreement and enforced.	Financing organisations	Resettlement planning	Section 7	-

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Lack of commitment to the resettlement process.	The responsible senior mine official must fully support the resettlement process. The project team must demonstrate commitment, openness and flexibility. Sensitivity, not pity, toward the affected stakeholders is essential.	Mining companies, implementation agent, government	Resettlement planning	Section 5; Section 7	-
Complicated approaches yield few results.	Keep strategies simple – start small and grow. Avoid spending large sums on conspicuous infrastructure that yields few benefits.	All	Resettlement planning, implementation	Section 7	-
Insufficient use of local expertise to guide and implement resettlement.	The use of local organisations familiar with the communities is essential. Denying their involvement could be harmful to the process.	Mining company, Implementation agent	Resettlement planning, implementation	-	-
No clear national policies, guidelines and legislation for involuntary resettlement	Governments should develop guidelines and legislation for involuntary resettlement.	Government	Immediate	Section 5.2; Section 6.2; Section 6.2	All southern African countries
Lack of adherence to existing involuntary resettlement guidelines	The recommendations contained in this report should be adopted, after discussion, by the mining industry and used as a basis for involuntary resettlement in conjunction with World Bank OD 4.30 and any relevant national legislation and policies. World Bank guidelines should be tailored to suit the case at hand.	Mining companies, Government	From now	Section 5.2; Section 8	-
Lack of clearly defined roles and responsibilities in the resettlement process	Clearly define the roles and responsibilities of all stakeholders in the resettlement process.	All	Resettlement planning	Section 7	-

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Implementation agent caught in conflict of interest.	Ensure that the person/s responsible for implementing the RAP do not have conflicting interests i.e. working for the mining company but looking after the affected community's interests. Implementation agent should report to a representative committee, not only the financing organisation / mining company, thus ensuring impartiality.	Mining company, financing organisations, implementation agent	Resettlement planning	Section 7.2.2.3	Konkola
Lack of coordination between resettlement programmes and local development plans.	Mining projects and resettlement programmes must dovetail with local / regional economic and social development objectives.	Mining companies, implementation agent, government	Project planning	-	-
Collection of useless data, which is used as a basis for resettlement planning.	Although economic data is relevant to the resettlement planning process, it is more important to understand the local socio-economic circumstances and to use this as the basis for resettlement planning.	Financing organisation, mining companies, implementation agent	Resettlement planning	Section 5.2; Section 7.2.4	Most resettlement projects
Conflicts arise if mining companies and implementing agents deal only with community leaders, without involving entire community.	Leaders should be approached to facilitate access to community but consultation and decision-making needs to involve the entire community.	Mining company, implementation agent	Resettlement planning	Section 7	Ga-Pila

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Under-estimating the requirements of resettlement.	Ensure that compensation is provided to cover the lag time between resettlement and re-establishment e.g. crop establishment	Financing organisation, mining companies, implementation agent	Resettlement planning, implementation	Table 4	Konkola
	Remember that it is very difficult to produce final plans before the resettlement process begins. This can result in under-estimating the financial and timing requirements of the process.	Financing organisation, mining companies, implementation agent	Resettlement planning, implementation	Table 4	Many resettlement programmes
Lack of involvement of host communities in resettlement planning	Planning for resettlement must include the host communities. The availability of suitable resources needs to be determined to ensure that there are no shortages.	Implementation agent	Resettlement planning	Section 5.2; Table 4	Many resettlement programmes
Inflexible time and budgetary provisions to implement RAP	Flexibility with the RAP and its budget must be allowed for, within limits. Better attention to detail earlier on will obviate the need for large cash injections later.	Mining company, implementation agent	Project and resettlement planning	Table 4	Many mining companies
Inadequate evaluation of assets lost	Resource economists should be part of the resettlement planning process such that the nature of resources to be lost can be quantified and replaced.	Implementation agent	Resettlement planning	Section 5.2	-
Loss of access to communal resources.	In cases of subsistence communities, ensure that compensation includes access to communal areas and common property resources. Evaluation must also take into account neighbouring communities who share these resources.	Mining companies, implementation agent, government	Resettlement planning	Section 5.2	-

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Compensation and assistance based on formal tenure systems.	Recognition of informal rights is necessary and provision of alternative land should include security of tenure.	Mining companies, implementation agent, government	Immediate	Section 5.2	-
Disputes arise regarding unfair compensation for lost assets	The affected communities should sign off on the compensation they are to receive after a process that is transparent and agreed upon by all.	Mining companies, communities and implementation agent	After valuation presented	Table 4	Ga-Pila
	Differences in value and type of compensation between groups and individuals must be clearly explained and understood.	Implementation agent, mining company	During valuation	Table 4	Different sectors of communities at Bulyanhulu received different compensation without reason.
Lack of banking skills	Make provision for people receiving cash compensation to be assisted with financial management.	Implementation agent	At compensation	Table 4	-
Lack of clearly defined grievance mechanisms	Dispute resolution procedures must be drawn up and adhered to.	Implementation agent	Planning	Table 4	Konkola
Excessive focus on physical infrastructure provision	Livelihood reconstruction should receive equal, if not more, attention than the physical relocation itself. A comprehensive SDP should be developed and used to guide the reconstruction process. It should allow for on-going monitoring of the resettlement and clearly define responsibilities.	Implementation agent	At start of planning	Table 3	Bulyanhulu resettlement

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Unsustainable infrastructure.	Ensure that the physical infrastructure is sustainable. Building overly smart settlements may not serve the interests of sustainability or the community. This does not mean that standards have to drop, rather they should match the requirements of the resettlers and at the same time afford them an improvement.	Implementation agent, mining company	Planning	Table 4	Konkola
Unsustainable technologies used for resettlement process.	Investigate the use of local, appropriate and “green” technologies rather than expensive foreign ones.	Implementation agent	Planning	Table 4	Konkola
Resettlers not consulted on choice of settlement layout	Build “show houses” if possible before the resettlers choose their new homes.	Implementation agent	Implementation	Table 4	Ga-Pila
	Community must be involved in design and layout of village.	Implementation agent	Infrastructure planning	Table 4	Konkola
Lack of employment opportunities for affected communities.	Preferential employment policies must be adopted.	Implementation agent, mining company	Implementation and construction	Table 4	Konkola
Delays in implementation cause anxiety.	Where delays are expected, this should be communicated in good time.	Implementation agent	Throughout	Table 4	-
Lack of continuity in resettlement process	Consultants compiling RAP & SDP should be more closely involved in implementation and monitoring.	Mining company, financing organisations, consultants, implementation agent	Resettlement planning, implementation	Table 4	Konkola

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Lack of capacity for post-implementation requirements.	Ensure that those responsible post-implementation e.g. government, communities are equipped to carry out that responsibility.	Mining company, implementation agent, financing organisations, government, communities	Resettlement planning, implementation, post-resettlement	Section 5.2, Table 4	-
Monitoring post-resettlement is neglected.	The group responsible for the resettlement must ensure that adequate resources are available to rectify any shortcomings.	Mining company, implementation agent, financing organisations	Resettlement planning, implementation, post-resettlement	Table 4	-