

- Prepare cost and cash-flow estimates to understand the cost involved and ensure that adequate resources are allocated.

### Lessons and recommendations

- There is no quick fix and there are no short cuts—cutting corners for short-term gain will cost more in the long term.
- Finding adequate replacement land for displaced people is often a major challenge. Early steps to plan this are essential as the availability of land shapes all aspects of the planning process.
- Schedules and cost estimates should be prepared during prefeasibility and feasibility study stages to ensure they are realistic.
- Think with a life-of-mine perspective rather than just the immediate project phase land-take requirements.
- Undertake periodic risk assessments. Early recognition of potential issues and problems is crucial in order to identify approaches to address them.
- Consider the hidden costs of project delays (eg longer negotiations and protests versus the cost of doing resettlement right).
- Plan thoroughly but be flexible when necessary.
- Resettlement planning cannot be done like other aspects of project planning – communities need to be involved yet:
  - there is sometimes limited capacity of communities and government due to limited resources
  - affected communities may not be cohesive, for example they may sometimes lack clear and fully representative leadership structures or be characterised by internal mistrust.

See Module 4 for further recommendations on engaging local communities.
- Put in place confidentiality protocols, but ensure sharing of information where necessary.
- Prepare for unfavourable attention—no matter how well land acquisition and resettlement is done, there may be someone who is not happy with the approach.

### Integrated planning teams

#### Lessons and recommendations

- It is essential that land acquisition and resettlement planning is integrated with overall project planning.
- Land acquisition and resettlement activities should have a dedicated budget, team and schedule that should be aligned with overall project planning.
- Joint venture projects can make the planning process even more complicated.
- Plan the land acquisition and resettlement processes in a co-ordinated manner and under joint management.
- Ensure collaboration between environmental, social and mine planning experts on the definition of environmental buffers. These are often inadequate with communities constructing too close to project infrastructure, resulting in grievances and often further resettlement.

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