

- Be as transparent as possible—keep good stakeholder engagement records so that they can be readily accessed as required, demonstrating the project has undertaken a thorough engagement process.
- Various culturally appropriate methods should be used to disseminate information and obtain stakeholder feedback—consider the local context in identifying appropriate methods for consultation (eg emphasise visual aids in areas with high levels of illiteracy).
- Consider the local context in identifying appropriate methods for consultation.
- Focus on key interests and issues rather than wants and positions.
- Prepare for unfavourable attention.
- Truly engage—it is impossible to build communities' confidence and support if they believe that outcomes are predetermined.
- Engagement is not just about talking—it is about listening.
- Do not promise what you cannot deliver.

#### The consultation team

- Use local people who understand the local context and speak local languages as part of the consultation team.
- Carefully consider the gender balance of the resettlement team to ensure equitable engagement with men and women and respect for local cultural norms.
- Channel land access and resettlement-related communication through the resettlement team.
- The technical team should be actively involved and have a visible presence in the stakeholder engagement and negotiation process.

**High community and individual expectations of what the project will offer need to be carefully managed**

## Agreements

### Lessons and recommendations

- Make sure that when you conclude agreements with stakeholders, these are accurately recorded to avoid misunderstandings.
- When negotiating with displaced communities and persons, it is advisable that agreements address all displacement impacts.
- There should be individual sign-off on RAP packages and group agreements. These should be thoroughly recorded and disclosed in a timely manner.
- Commitments regarding compensation and broader social development benefits to be provided by the company should be recorded in writing in the RAP.
- Enter into clear, specific agreements detailing requirements and commitments to avoid allegations arising from unmet expectations and differing interpretations leading to further claims for compensation.
- Even if legal analysis shows that people are the rightful owners, it is often important to involve close family members in the signing of agreements to confirm household buy-in.
- In cases of absentee owners who cannot be reached to conclude agreements, the company should establish a register of absentee owners, and set aside funds to cover absentee payments.
- Actions speak louder than words. Commitments outlined in agreements should be adhered to, as failure to do so can result in mistrust and enduring legacy impacts.
- Support affected people in understanding their rights and obligations.
- Resettlement activities require extensive internal and external negotiations. Start inclusive, well-planned dialogue, consultation and negotiation as early as possible.
- The establishment of a resettlement committee is a critical step in negotiating agreements, and it is essential that community representatives are truly representative of all segments of the community.
- Negotiations should be entered into only with agreed overall resettlement objectives and guiding principles in place.
- Have a comprehensive negotiation strategy, plan