

and agenda in place – a well-planned negotiations process will be quicker.

- Say yes or no, never make unclear statements like “could be” or “it is possible”. Firm commitments are essential to prevent misunderstandings and unrealistic expectations.
- Offer nothing during resettlement negotiations without it first being fully costed and approved by senior management.
- Do not negotiate in a piecemeal manner. This creates scope for misunderstanding and the potential to fail to address all displacement impacts.
- Different experiences with regard to individual versus group negotiations indicate that an appropriate approach is largely context-dependent. A detailed stakeholder analysis will help to determine the optimal approach.
- When negotiating through community representative structures, ensure that these representatives provide adequate feedback on the negotiation process and agreements reached to the broader community.
- In addition to a resettlement committee, the use of a resettlement oversight or steering committee can be effective to help address disputes and deadlocks.
- The use of subcommittees can be useful to allow time and technical expert participation. This enables in-depth analysis of aspects of RAP packages outside, but in support of, the main negotiation forum process. This can shorten the overall negotiations period.
- Ensure any payments that are agreed with the resettlement committee meet anti-corruption guidelines and do not undermine community support for the project.

- The nature and extent of the negotiation process is crucial to ensuring the acceptability of packages offered. Affected communities must have a sense of having been able to influence the outcome of negotiations.
- Do not just give, be seen to negotiate, and always get something in return.
- Negotiated packages need to be fair, consistent and transparent. Packages offered should represent true replacement value and improvements.
- A win-win outcome is necessary to ensure implementable agreements.

Grievance mechanism

Lessons and recommendations

- Put in place an effective, formal and structured grievance procedure to track and attend to project- and resettlement-related grievances from the start of resettlement planning.
- Affected communities and households should be informed and receive continuous communication about grievance procedures.
- It is important to have a site or community-based location where grievances can be received in writing or verbally.
- Response time to grievances received is critical, particularly once a commitment is made to respond within a certain time period.
- Management of grievances can be a time-intensive activity, and may require a full-time, dedicated staff member to be responsible for receiving, documenting and processing grievances.
- Emphasis on locally appropriate grievance resolution mechanisms (eg through traditional

Make sure that when you conclude agreements with stakeholders, these are thoroughly recorded to avoid misunderstandings