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GLOSSARY

ADB: Asian Development Bank

CBO: Community Based Organisation

EIA: Environmental Impact Assessment

L.M: Local Municipality

MMSDSA: Mining Minerals Sustainable Development Southern Africa

NGO: Non-governmental Organisation

OM: Operational Manual

1. INTRODUCTION

This is a manual written with the specific purpose of assisting mining groups and the Mogalakwena Local Municipality with the resettlement of villages situated in the proposed expansion area of the platinum mines. Although the individual mines will be responsible for the identification of villages to be resettled, as well as partially or wholly financing of the resettlement process, it is accepted that the Mogalakwena Local Municipality will be managing and driving the process, and will also be responsible for the public participation process.

It can thus be said that the Mogalakwena Local Municipality must balance the activities of the mining companies with the needs of the local population, while the mining companies must facilitate the distribution of benefits especially to those who shoulder the burden of project development, i.e. the re-settled.

2. BACKGROUND

Resettlement is one of the most glaring impacts of mine development. It should be considered only as a last resort, and then carried out according to the strictest criteria.

“Involuntary resettlement” addresses social and economic impacts that are permanent or temporary, and are (i) caused by acquisition of land and other fixed assets, (ii) by change in the use of land, or (iii) restrictions imposed on land as a result of a mining (as is the case here) or other operations. The term “affected person” includes any people, households, firms, or private institutions who, on account of changes that result from the project will have their (i) standard of living adversely affected, (ii) right, title or interest in any house, land, water resources, or any other moveable or fixed assets acquired, possessed, restricted, or otherwise adversely affected, in full or part, and/or (iii) business, occupation, place of work or residence, or habitat adversely affected. (ADB Operational Manual: p1)

Involuntary resettlement refers to two distinct but related processes. The first, displacement, is a process by which development projects cause people to lose land or other assets, or access to resources. This can result in physical dislocation, loss of income or other adverse impacts. The second process, resettlement, or rehabilitation, is a process whereby those adversely affected are assisted in their efforts to improve, or at least restore, their incomes and standards of living. (MMSDSA Research report: p.1)

One of the features of resettlement is that, often those that have to move are that group in society who has the least access to resources. Thus follows that resettlement should not only be seen as the provision of low-cost housing, or merely cash compensation, but rather as a process of social and economic development. This process of resettlement requires considerable input to

ensure that those affected are given the opportunity to re-establish themselves in their new environment.

Efforts to research resettlement in Southern Africa have revealed the absence of a clearly defined, co-ordinated and consistent approach to involuntary resettlement. Although the World Bank Operational Manual is generally accepted as the most widely used guidelines for any resettlement project, this specific Manual should be adopted to fit South African circumstances. The Mining Minerals Sustainable Development Southern Africa (MMSDSA) compiled a research document focusing specifically on the Southern African situation. The recommendations of this report are incorporated in the Mogalakwena Local Municipality Resettlement Manual.

The Mining Minerals Sustainable Development South Africa research report also specifically looks into examples of previous resettlement programmes in Southern Africa. The lessons learnt from these previous examples serve as important background information for compiling a comprehensive and relevant resettlement plan. The table below lists the issues that were encountered in the study of Southern African examples of resettlement. (MMSDSA Research report: p.48-50)

Table 1 – Issues around involuntary resettlement

Category	Issue
Institutional Frameworks & Capacity	The influx of people associated with development is not considered. Pressure on local resources not accounted for.
	Local development opportunities either non-existent or not factored into resettlement planning.
	Transfer of assets to authorities and communities not successful because of lack of capacity and involvement.
	Southern African states not equipped with the right legal/policy frameworks to guide involuntary resettlement.
	Civil society weak in rural areas.
	Legislation on resettlement usually present to protect the state, not the displaced.
	Civil servants implementing resettlement programmes ill equipped or disinterested.
	Authorities lack the resources to manage the settlements post-resettlement.
	Little support provided for the host communities.
	Operation of different systems of governance – an informal one, which supersedes the formal system.
	Poor decision-making frameworks.
	Lack of accountability and responsibility on all parts.
Attitude	Mining companies regard involuntary resettlement programmes as housing projects.
	Mining companies disregard the diversity within the community.
	Mining companies view participation and consultation as a “necessary evil”.

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Category	Issue
	Local customs and practices ignored by imposition of state law which often conflicts with local traditions.
	The resettlement process not given the priority it deserves.
	The dedication of the mine manager or responsible senior person often determines the success or failure of the involuntary resettlement programme.
	Internal company politics weaken efforts to conduct thorough resettlement planning and implementation.
	Mining companies regard involuntary resettlement as a nuisance or impediment to core business.
	Rigid approach towards the resettlement process.
	The enormity of the resettlement task is underestimated.
	The resettlement process is overly simplified and reduced to a finances and technicalities.
	Mining companies externalise the cost of resettlement and often it lands squarely on the shoulders of the affected communities.
	Use of technical persons without social skills viewed as acceptable.
	Mining companies view involuntary resettlement as a PR exercise.
	Host governments content to "sit and watch".
Planning	Inequitable distribution of the costs and benefits of the mining project due to incomprehensive economic analyses.
	Lack of skilled resettlement personnel.
	Infirm enumeration and inaccurate baseline data.
	Lack of flexibility in the planning approach which prevents changes to the process.
	Local government not involved in the planning stage.
	Lack of consensus on the requirements for the resettlement programme.
	Local power dynamics are not considered during planning.
	Communities are viewed as homogenous and assumptions made about their requirements.
	Financiers require resettlement plans long before implementation, which often result in the collection of meaningless data and the production of equally meaningless plans.
	Exclusion from resettlement planning of marginalised groups.
	Exclusion of the community from the actual planning of the mine.
	Planning disregards the scale of the resettlement and all its ramifications.
	Planning for involuntary resettlement takes place too late necessitating short cuts.
	Planning excludes the development / livelihood needs of the people and focuses on the physical infrastructure requirements, which are measurable and tangible.
Communication	Lack of transparent communication.

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Category	Issue
	<p>Delay in communicating information.</p> <p>Mining companies deal only with the community leaders and ignore the rest of the community.</p> <p>Exclusion from planning of marginalised groups such as women, the frail and children.</p> <p>Exclusion from planning of land-users who may not live on the land e.g. people who use land to graze cattle.</p> <p>Affected communities do not have a say in the mine development process. They are expected to “take it, or leave it”.</p> <p>Implementation agent controls levels of participation.</p> <p>Lack of involvement of NGOs and CBOs because of perceived “troublemaker” status.</p> <p>Lack of information.</p>
Financial Provision	<p>Lack of flexibility in budgeting.</p> <p>Insufficient funds for the entire resettlement process including compensation, reconstruction and after-care.</p> <p>Lack of additional compensation to affected communities when resettlement programme is delayed.</p> <p>No financial support for host communities.</p> <p>Inequitable distribution of the benefits of the mining project.</p> <p>Poor accounting methods used to calculate resettlement cost, coupled with inflexible budgetary constraints.</p>
Land	<p>Colonial legacy has skewed land ownership.</p> <p>Land tenure highly sensitive and rights unknown.</p> <p>Unavailability of suitable land for resettlement.</p> <p>People on freehold land better equipped to deal with resettlement.</p> <p>Ignorance of communal land tenure customs.</p> <p>Resettlers often charged unofficial rents for occupancy and use of new land, the cost of which is not accounted for or compensated.</p> <p>Land available for resettlement marginal and unsuitable for agriculture.</p>
Implementation	<p>Cash compensation is insufficient unless agreed to by all concerned. Often minimal compensation agreements are sought.</p> <p>Emphasis on the physical infrastructure, not on human development.</p> <p>Involvement of technical personnel with no social background or initiation in the resettlement programme.</p> <p>There may be infrastructure “overkill” which is unsustainable.</p> <p>Delay in implementation.</p> <p>Haste in implementation.</p> <p>Lack of institutional support.</p> <p>Poor decision-making frameworks.</p> <p>Lack of accountability and acceptance of responsibility.</p> <p>Lack of capacity on the part of the host governments.</p>

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Category	Issue
	Agree on decision-making frameworks early on to facilitate the process.
	Lack of post-resettlement monitoring.
Affected Communities	The rights of the displaced are ignored.
	The displaced do not know their rights, and are told their rights, and are thus open to abuse.
	There are not enough economic opportunities for the displaced communities.
	The affected communities become dependent on the mining company after resettlement has been completed.
	The resettlement programme does not invest in the human capital contained within the affected communities.
	The resettled do not access the benefits of the mining project, but they bear the costs.
	Civil society is weak in rural areas.
	Transfer of assets to the community is unsuccessful because skills not transferred as well.
	Lack of involvement of the community in the physical implementation of the resettlement programme.
Host Communities	Little support for host communities.
	Pressure on, and for, resources and services.
	Host communities charge resettlers rent for use of land.
	Host communities do not cope with the resettlement.

3. OBJECTIVES

The following is a set of objectives which aims to clarify the general principles behind the Mogalakwena Local Municipality Resettlement Manual:

- To avoid resettlement wherever feasible
- To minimize resettlement where population displacement is unavoidable
- To avoid the breaking up of communities by only resettling entire communities
- Where resettlement is unavoidable, to ensure that affected people receive assistance so that they will be at least as well off as they would have been in the absence of the project
- To treat involuntary resettlement as a development opportunity
- To keep all of the affected people fully informed and closely consulted
- To give particular attention to the needs of the poorest affected people
- To give equal attention to livelihood reconstruction, as to the physical relocation itself
- To prevent an influx of ineligible non-residents who might take advantage of project entitlements

4. WHAT IS A RESETTLEMENT PLAN?

According to the Operational Policies of the World Bank Operational Manual (Draft OP 4.12), the resettlement plan has to include measures to ensure that the displaced persons are:

- I. Informed about their options and rights pertaining to resettlements;
- II. Consulted on, offered choices among, and provide with technically and economically feasible resettlement alternatives; and
- III. Provided prompt and effective compensation at full replacement cost for losses of assets attributable directly to the project.

If the impacts include physical relocation, the resettlement plan includes measures to ensure that the displaced persons are:

- I. Provided assistance during relocation; and
- II. Provided with residential housing, or housing sites, or agricultural sites.

Where necessary to achieve the objectives of the policy, the resettlement plan also include measures to ensure that displaced persons are:

- I. Offered support after displacement, for a transition period based on a reasonable estimate of the time likely to be taken to restore their livelihood and standards of living; and
- II. Provided with development assistance in addition to compensation measures, such as land preparation, credit facilities, training or job opportunities.

5. ELEMENTS OF A RESETTLEMENT PLAN

The scope and level of detail of a resettlement plan vary with the magnitude and complexity of resettlement. It is also clear that a resettlement plan have to be designed for each individual project, as there is no “one size fits all” plan available. It is furthermore very difficult to produce final plans before the resettlement process begins, which often results in under-estimating the financial and timing requirements of the process.

The resettlement plan covers the elements below, as relevant. When any element is not relevant to project circumstances, it should be noted in the resettlement plan. Additional elements, as site specific issues might require, must be added where necessary.

5.1 SOCIO-ECONOMIC STUDY

The Socio-Economic Study comprises of a population record and asset inventory based on site investigations, which are essential elements for establishing scope and quantities of the resettlement plan, as well as determining the full compensation and resettlement cost. Resource economists should be part of the process, so that the nature of resources to be lost can be quantified and replaced.

Two separate aspects of the Socio-Economic study can be distinguished between:

5.1.1 A Sensus Survey covering:

- ✓ Current occupants of the affected area
- ✓ Standard characteristics of displaced households, including baseline information on livelihoods and standards of living
- ✓ The magnitude of the expected loss of assets, physical or economic
- ✓ Information on vulnerable groups
- ✓ Provisions to update information on the displaced people's livelihoods and standards of living at regular intervals

5.1.2 Other studies describing:

- ✓ Land tenure and transfer systems, including an inventory of common property and natural resources from which people derive their livelihoods, and non-titled based usufruct systems (for example areas used for grazing)
- ✓ The patterns of social interaction in the affected communities, including social networks and social support systems
- ✓ Public infrastructure and social services that will be affected
- ✓ Social and cultural characteristics of the displaced communities, including formal and informal institutions that may be relevant to the consultation strategy

5.2 LEGAL FRAMEWORK

An analysis of the legal framework needs to be done, covering the following aspects:

- ✓ Relevant law governing land tenure, valuation of assets and losses, compensation, and natural resource usage rights; customary personal law related to displacement; and environmental laws and social welfare legislation
- ✓ The applicable legal and administrative procedures, including a description of the remedies available to displaced persons in the judicial process
- ✓ Laws and regulations relating to the agencies responsible for implementing resettlement activities, i.e. the Mogalakwena Local Authority
- ✓ Any legal steps necessary to ensure the effective implementation of resettlement activities under the project
- ✓ Security of tenure is central to the discussion on involuntary resettlement in southern Africa. Without it displacees may be at risk of losing land and livelihoods without receiving any compensation for these losses.

National policies and legislation in Southern Africa do not explicitly address resettlement. This policy vacuum is inadequately filled by complicated land tenure, environmental and planning legislation. In the absence of a clear policy and a single comprehensive law, involuntary resettlement in South Africa is dealt with through a range of laws and initiatives dealing with some of the components of resettlement: impact assessment; public participation; expropriation of land and assets; land and tenure rights; sustainable development; and the provision of basic services. **Table 2** provides a summary of relevant laws, government departments involved, and other organisations that are drawn into the process. (MMSDSA Research report: p.32-35)

Table 2 – South African framework for addressing involuntary resettlement

Resettlement Component	National Law or Bill Governing Action	Responsible Government Departments	Additional Government Departments and Organisations	Responsible Court
Impact Assessment	Minerals Act, 50 of 1991 National Environmental Management Act, 107 of 1998, Sect. 2, 23 & 24 Mineral Development Draft Bill, 2000, Sect. 66	Minerals and Energy Environmental Affairs and Tourism	Departments of: Land Affairs, Agriculture, Water Affairs and Forestry Provincial and Local Environmental Authorities National Environmental Advisory Forum Committee on Environmental Co-ordination	High Court
Public Participation & Access to Information	Constitution of the Republic of South Africa, Act 108 of 1996, Sect. 32 (1) Interim Protection of Informal Rights to Land Act, 31 of 1996, Sect. 2(4) National Environmental Management Act, 107 of 1998, Sect. 24 (7) Local Government: Municipal Systems Act, 32 of 2000, Sect. 16-22	Justice and Constitutional Development Land Affairs Environmental Affairs and Tourism Provincial and Local Government	Departments of: Land Affairs, Agriculture, Water Affairs and Forestry Provincial and Local Environmental Authorities National Environmental Advisory Forum Committee on Environmental Co-ordination Local Municipalities	Constitutional Court High Court
Expropriation of Property and Eviction	Constitution of the Republic of South Africa, Act 108 of 1996, Sect. 25 (2) & 26 (3)	Justice and Constitutional Development Public Works	Commission on Restitution of Land Rights	Constitutional Court High Court

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Resettlement Component	National Law or Bill Governing Action	Responsible Government Departments	Additional Government Departments and Organisations	Responsible Court
	<p>Expropriation Act, 73 of 1975</p> <p>Land Reform (Labour Tenants) Act, 3 of 1996, Sect. 3 & 5-15</p> <p>Interim Protection of Informal Land Rights Act, 31 of 1996, Sect. 2</p> <p>Extension of Security of Tenure Act, 62 of 1997, Sect. 6 & 8-15</p> <p>Prevention of Illegal Eviction from and Unlawful Occupation of Land Act, 19 of 1998, Sect. 4 – 6</p> <p>Land Rights Bill, 1998</p> <p>Mineral Development Draft Bill, 2000, Sect. 15</p>	<p>Land Affairs</p> <p>Minerals and Energy</p>		<p>Land Claims Court</p> <p>Magistrates Court</p>
Ensuring Security of Tenure Post-Resettlement	<p>Constitution of the Republic of South Africa, Act 108 of 1996, Sect. 25(6) &(9)</p> <p>Development Facilitation Act, 67 of 1995, Sect. 3 & 63</p> <p>Labour Tenants (Land Reform) Act, 3 of 1996, Sect. 16 & 26</p> <p>Extension of Security of Tenure Act, 62 of 1997, Sect. 6</p>	<p>Justice and Constitutional Development</p> <p>Land Affairs</p>	<p>Commission on Restitution of Land Rights</p> <p>Development and Planning Commission</p>	<p>Constitutional Court</p> <p>Land Claims Court</p> <p>High Court</p>

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Resettlement Component	National Law or Bill Governing Action	Responsible Government Departments	Additional Government Departments and Organisations	Responsible Court
Compensation	<p>Constitution of the Republic of South Africa, Act 108 of 1996, Sect. 25 (3), (5) & (7)</p> <p>Land Reform (Labour Tenants) Act, 3 of 1996, Sect. 2(2) & 8(3-4)</p> <p>Extension of Security of Tenure Act, 62 of 1997, Sect. 13 & 14</p> <p>Mineral Development Draft Bill, 2000, Sect. 17</p>	<p>Justice and Constitutional Development</p> <p>Land Affairs</p> <p>Minerals and Energy</p>	<p>Commission on Restitution of Land Rights</p>	<p>Constitutional Court</p> <p>High Court</p> <p>Land Claims Court</p>

5.3 INSTITUTIONAL AND ORGANIZATIONAL FRAMEWORKS

The findings of an analysis of the institutional and organizational framework have to cover the following aspects:

- ✓ Identification of agencies responsible for resettlement activities (e.g. the Mogalakwena Local Municipality), and an assessment of the institutional capacity of such agencies
- ✓ Identification of organisations responsible for delivery of resettlement measures and provision of services, and ensuring that local organisations familiar with the communities are used
- ✓ Defining the roles and responsibilities of all stakeholders clearly
- ✓ Ensuring that the persons responsible for implementing the resettlement plan do not have conflicting interests
- ✓ Ensuring that the responsible senior mine official fully supports the resettlement process

5.4 ELIGIBILITY FOR AND VALUATION OF COMPENSATION

The following aspects need to be determined:

- ✓ Definition of displaced persons and criteria for determining their eligibility for compensation and other resettlement assistance
- ✓ Establishing of relevant cut-off dates for eligibility to prevent a subsequent influx of encroachers or others who wish to take advantage of such benefits
- ✓ Methodology to be used in valuing losses to determine their replacement cost
- ✓ Measures to ensure that compensation is provided for the time lag between resettlement and re-establishment
- ✓ Ensuring that compensation includes access to communal areas and common property resources
- ✓ Making provision for people receiving cash compensation to be assisted with financial management
- ✓ After valuation is presented, the affected communities should sign off on the compensation they are to receive, after a process that is transparent and agreed upon by all

5.5 COMMUNITY PARTICIPATION

The participation of the affected communities, as well as host communities, is a vital aspect of the resettlement plan. A resettlement project will never succeed without the full participation of the affected community. Decisions need to be taken with, and not for, the community. The following is a summary of important aspects regarding the community participation process:

- ✓ A strategy for consultation and participation of re-settlers and hosts, in the design and implementation of the resettlement activities, need to be designed

- ✓ Pertinent resettlement information is to be disclosed to the affected people at key points, and specific opportunities provided for them to participate in choosing, planning and implementation options
- ✓ Institutionalised arrangements by which displaced people can communicate their concerns or grievances to project authorities, throughout planning and implementation, have to be determined
- ✓ Affordable and accessible dispute resolution procedures must be drawn up and adhered to
- ✓ Measures to ensure a democratic consultation process should be designed; this implies that vulnerable groups such as ethnic minorities, the landless, and women, are adequately represented
- ✓ Consultations with the affected communities should begin at the exploration stage of a project
- ✓ The resettlement process should be an educational process, which informs people of their rights in a clear and unambiguous manner
- ✓ Community leaders should be approached to facilitate access to the community, but consultation and decision-making needs to involve the entire community
- ✓ Planning for resettlement must include consultations with the host communities, and arrangements for addressing any conflict that may arise between re-settlers and host communities should be made

5.6 SITE SELECTION, PREPARATION AND RELOCATION

Alternative relocation sites have to be considered, and explanations given for those selected.

- ✓ A combination of factors such as productivity potential and location advantages of the selected site, should be at least comparable to the advantages of the old site
- ✓ Legal issues affecting the availability of land include Land Claims against specific portions, current ownership and restrictions such as high potential agricultural or conservation value
- ✓ The plan must estimate the time needed to acquire and transfer the necessary land
- ✓ Measures necessary to prevent influx of ineligible persons at the selected sites should be designed
- ✓ Procedures for physical relocation should be stipulated, including timetables for site preparation and transfer
- ✓ Legal arrangements should be stipulated for regularizing tenure and transferring titles to re-settlers
- ✓ Assessment of the environmental impacts of the proposed resettlement, and measures to mitigate and manage these impacts, have to be addressed in an Environmental Impact Assessment (EIA) for each selected site
- ✓ Realistic time lines should be applied to the development, with specific reference to include real time lines for EIA and other land use planning procedures

5.7 HOUSING, INFRASTRUCTURE AND SOCIAL SERVICES

The following aspects need to be addressed:

- ✓ Township establishment procedures
- ✓ Plans to provide or finance housing, infrastructure (e.g. water supply, feeder roads), and social services (e.g. schools, health services)
- ✓ Provision of health care services is important during and after relocation to prevent increases in morbidity and mortality
- ✓ Plans to ensure comparable services to host populations
- ✓ Any necessary site development, engineering and architectural designs for these facilities
- ✓ Measures to ensure that the 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 re-settlers and at the same time afford them an improvement
- ✓ Involving the community in the design and layout of the village
- ✓ If possible, to build “show houses” before the re-settlers choose their new homes

5.8 COSTS AND BUDGET

Resettlement costs and implementation are likely to critically affect the overall costs and implementation schedule of the primary investment project. Care should therefore be taken to include all costs of resettlement and compensation, including the costs of social preparation and livelihood programs, in the project costs and budget. It is however very difficult to produce final plans before the resettlement process begins. This can result in under-estimating the financial requirements of the process, therefore flexibility with the budget must be allowed for within limits. Budgeting should include, inter alia:

- ✓ Tables showing itemized cost estimates for all resettlement activities, including allowances for inflation, population growth and other contingencies
- ✓ Timetables for expenditures
- ✓ Sources of funds and arrangements for timely flow of funds
- ✓ Measures to ensure that financing is more closely tied to responsible social and environmental performances

5.9 IMPLEMENTATION AND MONITORING

An implementation schedule covering all resettlement activities from preparation through implementation, including:

- ✓ Target dates for the achievement of expected benefits to re-settlers and hosts
- ✓ Arrangements for monitoring of resettlement activities

- ✓ Performance monitoring indicators to measure inputs, outputs and outcomes for resettlement activities
- ✓ Involving the consultants responsible for compiling the Resettlement Plan in implementation and monitoring, to ensure continuity in the resettlement process
- ✓ Flexibility with the Resettlement Plan must be allowed for within limits
- ✓ Where delays in implementation are expected, this should be communicated in good time to avoid anxiety
- ✓ Evaluation of the impact of resettlement for a reasonable period after all resettlement and related development activities have been completed
- ✓ Measures to ensure that those responsible for post-implementation e.g. government, communities, are equipped to carry out that responsibility

6. ACTION PLAN

The complexities of resettlement are obvious from the many aspects covered by the Resettlement Plan above. For clarification purposes, the basic steps of the resettlement process will now be assembled into an Action Plan to assist with the practical application of the process. It is however crucial to take note of the following issues when applying the Action Plan:

1. The Action Plan should at all times be used in conjunction with the Resettlement Plan, and should not be seen as a replacement for the more detailed Resettlement Plan.
2. Although there is a chronological flow of events in the Action Plan, many of the steps will be overlapping, and will have to be applied accordingly.
3. Economic, Social, Technical and Financial specialists with different fields of expertise will be needed throughout the resettlement process, and the proposed Action Plan should not be seen as a “Do-it-yourself” manual for either mine officials or local government officials.

Table 3: Simplified Action Plan for Resettlement

ACTION	RESPONSIBLE STAKEHOLDER	TIME SCALE
1. Identify community to be resettled	Mining company	Pre-project phase
2. Identify institution responsible for resettlement activities	Mining company agent	Pre-project phase
3. Analyse legal framework applicable for specific area	Mogalakwena L.M. & mining co. agent	Pre-project phase
4. Execute a complete socio-economic study for the area	Mogalakwena L.M. & mining co. agent	Pre-project phase
5. Preliminary budgeting	Mogalakwena L.M. & mining co. agent	Project planning & throughout

ACTION	RESPONSIBLE STAKEHOLDER	TIME SCALE
6. Design performance monitoring methods	Mogalakwena L.M. & mining co. agent	Project planning & apply throughout
7. Design strategy for public consultation and participation	Mogalakwena L.M.	Project planning & apply throughout
8. Identify criteria for eligibility and cut-off date	Mogalakwena L.M.	Project planning
9. Identify alternative sites for resettlement with their pro's&cons	Mogalakwena L.M.	Project planning
10. Final site selection	Mogalakwena L.M. & mining co. agent	Start-up phase
10.1 Start legal arrangements for land tenure and transfer of title	Mogalakwena L.M. & mining co. agent	Start-up phase
10.2 Initiate EIA procedures	Environmentalism	Start-up phase
10.3 Township Establishment procedures started	Town Planner	Start-up phase
10.4 Valuation of compensation payable	Mogalakwena L.M. & mining agent	Start-up phase
10.5 Identify organisations for provision of housing, infrastructure & social services	Mogalakwena L.M. & mining agent	Start-up phase
11. Approve plans for infrastructure	Mogalakwena L.M. & mining agent	Implementation
12. Approve plans for housing & social services	Mogalakwena L.M. & mining agent	Implementation
13. Install infrastructure & housing	Engineers	Implementation
14. Physical relocation of people, possessions & live stock	Contractors	Implementation
15. Settlement assistance	Mogalakwena L.M	Implementation
16. Mop-up of vacated villages	Mining company	Post-implementation
17. After care & social development continued	Mogalakwena L.M. & mining co. agent	Post-implementation

7. CONCLUSION

It is impossible to completely cover the complexities of resettlement in a document of this scope. The aim of this document is therefore rather to give some insight into the principles of resettlement, and to give some guidance to the Mogalakwena Local Municipality with regard to the resettlement process.

The final message from this document is to keep matters as simple as possible. Having clear-cut goals and establishing clear areas of responsibility between all stakeholders goes a long way to ensuring that the resettlement process is successful. These goals and responsibilities will aid in defining the path in what will always be a complicated process.

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