Establishing project management guidelines for successfully managing resettlement projects

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Although millions of people globally are displaced annually, resettlement has a poor history for achieving the objective of leaving people who are resettled 'no worse off after project implementation than before'. While excellent guidelines and policies for resettlement have been established, resettlement/displacement projects still do not succeed in resettling affected peoples in a way that they are eventually better off. Consensus was reached by a Delphi panel of experts on a set of guidelines for resettlement projects. It is proposed that, supplementing the existing frameworks and guidelines for resettlement with well-established project management principles - including a phased project management approach - the chances of executing a resettlement project successfully are much higher. This paper proposes an improved framework and valuable guidelines for future resettlement projects.

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Introduction

Kumba Iron Ore is busy investigating the resettlement of the town of Dingleton at their Sishen Mine in the Northern Cape. The project entails the resettlement of about 3 500 people, comprised of 640 households and allied entities. These entities include private houses, businesses, churches and governmental buildings e.g. a primary school, police station, clinic and a library. The town of Dingleton was constructed in the 1950's to serve Sishen Mine. The town was built by the then state-owned mining company, Iscor, but the houses were sold to private individuals in the 1970's and 1980's. The primary objective of the Dingleton Resettlement Project is to resettle the town of Dingleton and its residents to a new site or sites acceptable to all stakeholders and to compensate affected parties for losses as a result of the relocation. This is to be done in accordance with international standards, the Anglo Social Way (Anglo American, 2009) and other applicable social and legal norms.

Background

It is estimated that annually approximately 10 million people globally are displaced by development projects. Over the last decade some 90 to 100 million people have been forced to move from their homes; 40 to 80 million of them have been displaced by projects to construct large dams (Cernea, 2000). Hydropower generation is responsible for most of this displacement, while mining accounts for an undetermined proportion (Downing, 2002). It is estimated that 250 million and even a billion people could in future be displaced as a result of climate change (Johnson, 2012). The uncertainty about the number of people displaced by mining projects is mainly due to the fact that mining companies generally do not disclose the outcomes of these projects.

Development projects where significant changes in the use of land, water or other natural resources e.g. mining activities are introduced normally have a major impact on people who are using such resources as well as on associated economic, social, cultural and religious facilities. There are many examples of projects that are involved in acquisition or redirection of such lands that are owned or utilised by individuals or communities. Typical examples of such projects are provided by Ocheje (2007) and include for example the construction of mines, and infrastructure such as airports, dams, roads and to create better conditions e.g. to protect public safety, health and hygiene or prevent people from becoming victims of natural hazards such as floods.

Many of these projects are very important for local, regional and national development. This can however lead to conflict between long-term national development goals and interests of communities or individuals who are affected by these projects. Unless properly managed, involuntary resettlement may result in long-term hardship and impoverishment for affected persons and communities, as well as environmental damage and social stress in areas to which they have been displaced. For these reasons, involuntary resettlement should be avoided or at least minimized. However, where it is unavoidable, appropriate measures to mitigate adverse impacts on displaced persons and host communities should be carefully planned and implemented to

- mitigate adverse social and economic impacts from land acquisition or restrictions on affected people use of land by

o   providing compensation for loss of assets at replacement cost;

o   ensuring that resettlement activities are implemented with proper disclosure of information, consultation and the informed participation of those affected;

- improve or at least restore the livelihoods and standards of living of displaced persons;

- improve living conditions among displaced persons through provision of adequate housing with security of tenure at resettlement sites (IFC, 2006: 18).

Strategies adopted for resettling

It is proposed that the main reason why resettlement projects fail is largely a result - not so much of the complexity of resettlement as is often argued - but as result of the approaches used. Resettlement is generally undertaken as part of a mitigation strategy surrounding the implementation of a broader project e.g. the construction of a dam and inundation of land. In this context resettlement is often planned and executed either as a technical project, typically driven by engineers, or as a social engineering project, driven by social scientists. Seldom is resettlement approached as a *project management* exercise that attempts to integrate the various facets into a planned, task-based approach with the social objectives as measured criteria. The principles of progressive elaboration and managing projects in phases are well documented, e.g. by Collyer and Warren (2009) while Merrow (2011) places specific emphasis on front end loading (FEL). The Anglo/Kumba project management methodology that follows a phased approach will be applied to the Dingleton Resettlement Project, and includes the following:

- A project-lifecycle approach will apply; the project will be done in phases namely concept phase, pre-feasibility phase, feasibility phase and implementation phase;

- for each phase the project will be subjected to various review sessions both at Kumba and the controlling company, Anglo American;

- for the authorisation the project to advance to a next phase, a project charter, study report, and phase execution plan will be required;

- the completion of each phase will be approved (and a subsequent phase authorised) only after all the required criteria for the phase have been met.

It is believed that, by doing proper front end loading (FEL) by means of a concept phase, pre-feasibility phase, feasibility phase and the phased approach indicated above, the likelihood of successfully implementing the Dingleton project will be greatly enhanced.

It is the aim of this study to investigate the causes and effects of previous resettlement projects and to reach consensus between the members of a panel of experts in order to develop a model or framework that can be used for managing the Dingleton and any other, future resettlement projects. The Delphi method was used to obtain opinions from the experts that included people from within the Anglo Group, consultants and academics with appropriate experience and knowledge of resettlement projects. The panel was required to identify previously unidentified risks and to get consensus regarding the application of appropriate project management principles.

Existing models and literature

Effects of resettlement projects and their causes

A review of the literature indicated the existence of a few common causes for the failure of many resettlement projects. There are however no clear guidelines or comprehensive frameworks to guide project managers in handling resettlement projects successfully, i.e. to ensure that communities and individuals would be no worse off after resettlement. Literature emphasizes that there are numerous cases in the history of displacement projects all over the world where these projects were not executed successfully, in other words, the community or individuals were worse off after completion of the project. Table 1 below is a summary of typical causes and effects identified in the literature.

In summary it is clear from literature that much research has been done on the issue of resettlement and displacement of communities or affected peoples, and that guidelines and policies on how to deal with this matter have been developed by specifically the World Bank, Asian Development Bank and governments of various countries.

It is also clear from literature that, although excellent guidelines and policies have been established, resettlement/displacement projects still do not succeed in successfully resettling affected peoples in a way that they are eventually better off. There are still certain aspects such as lack of proper planning; under financing; corruption; lawlessness of officials; absence of proper planning laws; economic recessions; social impoverishment; lack of resettlement policies; failure of proper development and land reform and poor project management that hamper the successful implementation of projects.

Table 1: Summary of effects of resettlement projects and their causes

No.	Causes	Effects	Reference
1	**No proper planning**, not looking at the bigger picture. (Example: manmade lakes are viewed more as a by-product of dam construction for power generation)	▪ Communities/individuals are worse off. ▪ Governments are inheriting the long term costs. ▪ Missed opportunities in terms of potential fisheries, agricultural, tourism and national park activities.	Scudder, 1965.
2	**Under financing**	New poverty that leads to the following: • joblessness • homelessness • marginalisation • food insecurity • loss of common lands and resources • increased health risks • social disarticulation • disruption of former educational activities • loss of civil and human rights	Downing, 2002.
3	**Economic recession** affects displaced populations in multiple ways, not only with the usual negative consequences, but also with additional unanticipated fallout. Countries resort to multiplying project investments in infrastructure as one possible counter-recession measure.	Conversely, social and environmental safeguards tend to be cut short or bypassed when there is simultaneous pressure, as there is now, for accelerating by all means the investments in infrastructure projects.	Cernea, 2009.
4	**Lack of** enacting resettlement **policies**.	▪ Impoverishment risks brought by displacement affect women in deeper ways than they affect men. ▪ The most affected parties of forced displacement are often tribal and indigenous people. ▪ The elements omitted included some that were of immense importance for tribal people, such as land for land compensation and compensation for common property on which they depend heavily.	Cernea, 2009. Maitra, 2009.
5	**Antiquated and inappropriate planning laws** of colonial origin.	▪ Communities/individuals are worse off. ▪ Governments are inheriting the long-term costs.	Ocheje, 2007.
6	**Corruption**.	▪ Violation of human rights. ▪ Escalation of poverty.	Ocheje, 2007.
7	**Failure of development and land reforms**.	▪ Delaying of projects. ▪ Generating costly controversies. ▪ It is plunging innocent victims who find themselves "in the way" into new poverty.	Ocheje, 2007.
8	**Social impoverishment**	▪ Compensation is most often awarded only to persons in possession of undisputed legal title. Tenants, sharecroppers, wage-labourers, artisans and encroachers are rarely considered eligible for compensation, whereas they are paradoxically the most vulnerable and in need of support. ▪ Community assets and common resources like grazing grounds and forests, which again may be critical for the livelihood of the poorest, are not compensated for under the acquisition process.	Bartolome, et al, 2000.
9	Rich **mineral deposits** are found in areas with relatively low land acquisition costs (in the global market) that are being exploited with **open-cast mining** and are **located in regions of high population density** – especially on fertile and urban lands – with poor definitions of land tenure and political weak and powerless populations, especially indigenous peoples.	▪ The elements omitted included some that were of immense importance for tribal people, such as land for land compensation and compensation for common property on which they depend heavily. ▪ The most affected parties of forced displacement are often tribal and indigenous people.	Downing, 2002.

Current conceptual models

By the late 1960s, Chambers (1969) identified a general, three-stage model in the evolution of land settlement schemes in Africa. Soon after, Nelson (1973) confirmed this pattern in a synthesis of many experiences with new land settlements in Latin America. Both models - Chambers' and Nelson's - generalised the experience of voluntary settlers and conceptualised the institutional/organisational dimensions of managed land settlement programmes. Building upon these earlier concepts, Scudder and Colson (1982) formulated a theoretical model of settlement processes and distinguished four, rather than three, stages: Recruitment, Transition, Development and Incorporation/Handing Over. The Scudder-Colson (1982) diachronic framework was built around the key concept of 'stage'; it focused on settlers' stress and their specific behavioural reactions in each stage. Initially, the model was formulated to apply to voluntary settlement processes. Subsequently, Scudder (1965) extended it to some involuntary resettlement processes as well (Cernea, 2000). There was however broad consensus that a need exists for theoretical constructs that would explain and highlight the complexities of resettlement. This call was perhaps the strongest voiced by Brenchin, West, Harmon & Kutay (1991) who called for a model that would define and predict the cumulative impacts of displacement and would provide a practical guide, they wrote:

What is too little understood both by professionals and scholars alike are the social impact of displacement and relocation. When resident peoples are forced to move, certain general impacts can be expected. But the collective social impact on the community or other social organisations differs widely from case to case; to date no model exists to predict the cumulative effect (Brenchin *et al.*, 1991:17).

The Impoverishment Risks and Reconstruction (IRR) model as illustrated in Figure 1 below builds upon, and further advances the prior modelling efforts summarised above. This model was developed during the 1990's. The origin of this model is both empirical and theoretical. Empirically, it is derived from the extraordinary accumulation of factual findings during the last quarter of the century, reported by resettlement studies in many countries. Theoretically, it benefits from the new state-of-the-art model achieved by resettlement research during the same period (Cernea, 2000).

At the core of the model are three fundamental concepts: risk, impoverishment, and reconstruction. These 'building blocks' are further split into sets of specifying notions, as will be shown, each reflecting another dimension or variable of impoverishment or of reconstruction. These variables include for example landlessness, marginalisation, morbidity and social disarticulation. The variables are interlinked and influence one another. Some play a primary role and others a derivative role in either impoverishment or reconstruction (largely as a function of given circumstances).

The model's dual emphasis – on risks to be prevented and on reconstruction strategies to be implemented – facilitates its operational use as a guide for action. Like other models, its components can be influenced and 'manipulated' through informed planning in order to diminish the impact of one or several components, as given conditions require or permit. That requires that these variables are considered as a *system* with mutual connections between the variables, rather than a set of separate elements. Understanding the linkages among these variables enables decision-makers to trigger chain effects and synergies in mitigating or remedial actions. As a conceptual template, the model is also flexible, allowing for the integration of other dimensions when relevant and for adaptation to changing circumstances (Cernea, 2000).

This model can be linked with other conceptual frameworks and functions to achieve additional perspectives and knowledge as indicated in Figure 1. The four distinct but interlinked functions that the risks and reconstruction model performs are:

- a predictive (warning and planning) function;

- a diagnostic (explanatory and assessment) function;

- a problem-resolution function, in guiding and measuring affected peoples re-establishment;

- a research function, in formulating hypotheses and conducting theory-led field investigations.

Project management approach for development of an enhanced model

A new model was derived by combining existing models, using the existing guidelines suggested by the past researchers, including the nine project management knowledge areas defined by the PMI (Project Management Institute) (2008) and applying a phased and gated approach - especially front end loading (FEL) - for executing projects in order to ensure that the shortcomings that are still being experienced in executing resettlement projects are addressed.

The inclusion of typical project management knowledge areas and the phased project management methodology approach to the existing models ensure that the project manager focuses more on the typical causes indicated in Table 1. Most of the causes will be addressed and managed in a much more rigorous way by the new model through better planning, budgeting, cost control and management of aspects related to integration / stakeholders, quality, risk, communication and human factors. This will be achieved through the disciplined approach of the phased project management methodology.
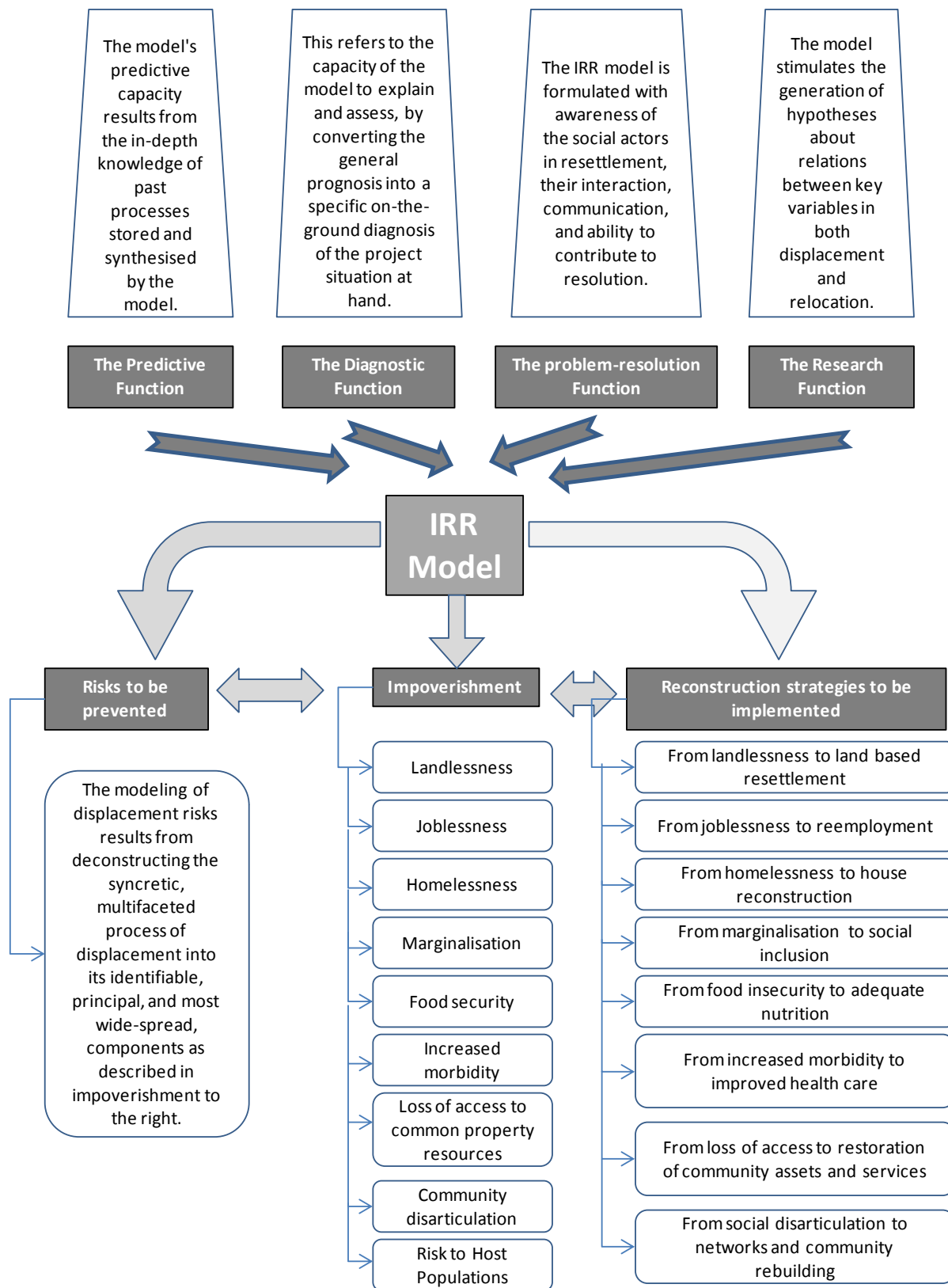
Figure 1: Impoverishment risk and reconstruction (IRR) model.
(IRR Model graphically reconstructed from Cernea, 2000)

Research methodology

The best source of information regarding resettlement projects is vested in experts who are familiar with other resettlement projects in the same environment (development or expanding of mining activities). The most suitable data gathering technique for such a study was considered to be the Delphi method.

The objectives of the Delphi survey were to determine:

- Criteria for resettlement project success;

- whether these criteria would be addressed and resolved by implementing the nine project management knowledge areas;

- whether the discipline that the phased (FEL) Anglo project approach would resolve the major causes of failure of resettlement projects;

- how the existing IRR model could be supplemented by the abovementioned aspects.

The Delphi method

This technique ensures that each member of a panel of experts first deals with the complex problem individually. After each round of the survey their individual, anonymous judgments are collated by the facilitator and presented to the panel. During subsequent rounds panel members can reconsider their judgements in order to improve the quality of the information. This is especially useful when the problem does not lend itself to precise analytical techniques (Crichter & Gladstone, 1998). Supporters of the Delphi method argue that it deals with areas that do not lend themselves to traditional scientific approaches (Mullen, 2003). Helmer (1977: 18) argued that futures analysis, one of the major applications of Delphi, 'is inevitably conducted in a domain of what might be called "soft data" and "soft laws"'. The validity of a Delphi study is based on reasoned argument and can further be strengthened by involving participants who have knowledge and interest in the topic at hand (Cantrill, Sibbald & Buetow, 1998). Mullen (2003) also expressed concerns about bias resulting from low response rates and high attrition rates (drop-out rates between rounds).

The required size of a Delphi panel is a contentious issue in literature (Barry, Steyn & Brent, 2008). For fear of losing data accuracy, Mullen (2003) suggests not using a panel with less than seven members while Delbecq, Van de Ven & Gustafson (1975) suggest a panel size of ten to fifteen. Delbecq *et al*. (1975) are also of the opinion that that no further new ideas would be generated once the panel size exceeds thirty participants.

The following criteria were used to select the experts:

- In order to be able to judge the different approaches, members were required to have experience of working with resettlement projects, and were also required to have project management experience.

- Panel members needed to have at least ten years, experience in the social development area and involvement with resettlement/displacement projects;

- Panel members should have been involved with at least one resettlement project during their careers;

- Panel members needed to have been involved with social development, anthropology and resettlement during their careers.

Based on these criteria, eleven experts were invited to take part in the Delphi survey. All had experience of resettlement projects; one is a professor in anthropology; five have master's degrees; and ten have been directly involved with resettlement projects. In total they have combined, relevant experience of approximately 156 years.

The questionnaire used in the Delphi survey is attached as an appendix to this paper.

Results

Data gathering process

Of the eleven individuals who were invited to participate in the study, nine opted to participate (an 82% response rate). This was considered an acceptable response rate since Walker and Selfe as cited in Mullen (2003) recommended that, for rigour, a minimum response rate of 70% is required. Response rates are graded from 8% as being 'unacceptable' to 100% as being 'excellent' (Van Niekerk and Steyn, 2011). From the results received from the first round questions, consensus was reached on almost all questions. A second round questionnaire was sent out just to obtain final consensus and conformation on a few of the questions where there was not 100% consensus during the first round. The second questionnaire consisted of an explanation and the results of the first round questions. The same description for the rating of each category on a Likert scale was used to get the final agreement or disagreement. Seven respondents participated during the second round which represents a 63% response rate. Typical response rates in the literature are 85% for round one and 62% for round two, or 82% for round one and 57% for round two (Cantrill *et al*, 1998). The second round response was considered an acceptable response.

Results

Importance of the use of project management knowledge areas

It is well known that, in projects in general, frequent communication improves stakeholder satisfaction (Shao, Müller & Turner, 2012) and that it improves collaboration and trust of project team members (Müller, 2003; Bond-Barnard, Steyn & Fabris-Rotelli, 2013). Johnson (2012) also stresses the importance of communities being well informed about social, economic and environmental conditions. From the results indicated in Table 2 below it is now clear that integration/stakeholder management, communications management and risk management are the knowledge areas

that have the highest level of contribution in resettlement projects. The importance of stakeholder management and communications management confirms the views of Johansson and Stenlund (2011). The panel were also asked to indicate the most important knowledge areas to focus on in resettlement projects and the ones they regard to be most neglected. As indicated in Figure 2 below it is clear that consensus was reached on the same three knowledge areas indicated in Table 2. Furthermore, consensus was reached on the same three knowledge areas in terms of the areas that were the most neglected in resettlement projects in the past. The average weighted scores were calculated by using the feedback where the first choice weighted three points, the second choice weighed two points and the third choice weighed one point.

Importance of using appropriate project management

Consensus was reached on the following:

- that resettlement projects would be more successful when a phased approach (potential study, pre-feasibility study, feasibility study and implementation) is followed versus when it is not;

- it was also unanimously agreed that a resettlement project would be more successful when it proceeds through a structured review and approval process before and after each phase;

- it was further unanimously agreed that resettlement projects would be more successful when a proper project management approach (all knowledge areas, phased approach with reviews and approvals after each phase) is followed than when it is not.

The influence of the human factor on resettlement projects

Unanimous consensus was reached regarding the human influence on the outcome of resettlement projects in terms of perceptions, politics, cultural norms, greed and behaviours. All the participants agreed that the human influence has a high level of bearing on the outcome of resettlement projects.

Reasons why resettlement projects fail

From the literature on resettlement projects certain causes were identified as the main reasons why resettlement projects have failed in the past. Figure 3 below summarizes the reasons found in the literature.

From the Delphi process, the two most important reasons selected by all the survey participants - from the nine knowledge areas of the PMI (2008) - regarding why most resettlement projects failed (i.e. people were worse off than before) in the past, were:

- Perceptions, politics, cultural norms, greed and behaviours (i.e. reasons related to human nature);

- Poor project management reasons (related to the nine project management knowledge areas).

Resettlement criteria and indicators agreed upon

Consensus was also reached regarding resettlement criteria that need to be taken in consideration when resettlement projects are done. Table 3 below summarizes the criteria agreed upon.

Consensus was also reached regarding resettlement indicators that need to be taken in consideration when resettlement projects are done. Table 4 below summarizes the indicators agreed upon.

Enhanced model

A new model was developed where the new project and project management factors were incorporated and added to the existing IRR model (Cernea, 2000) as shown in Figure 4 below. All knowledge areas are important but the most important and most neglected knowledge areas namely stakeholder management, communications management and risk management (as agreed by reaching unanimous consensus by the Delphi expert panel) were highlighted in the model to indicate the importance of the influence these three knowledge areas have on a resettlement project.

From the current experience in managing the Dingleton resettlement project it was clear that stakeholder management, where all stakeholders need to be part of the process, would be vital for project success. The stakeholders include the Northern Cape Government with all its different departments, the local and district municipalities, the Dingleton Community, Kumba Iron Ore executive management, Sishen Mine, appointed consultants, NGO's and the project team. In order to succeed with stakeholder management, it is important to succeed with communications management because this is the means to succeed with the stakeholder management and managing the project risks. In order to succeed with the requirements of the IRR model the project team needs to implement proper project management practices with the focus on the three top knowledge areas as mentioned above, as well as on the project management philosophy or front end loading (FEL) where resettlement projects go through a phased approach namely: Concept Phase, Pre-feasibility Phase, Feasibility Phase and then Implementation/Construction phase. What is also important is that internal and external reviews are done after each phase of the project, before advancement to the next phase is authorized.

Table 2: Top three knowledge area contributors to a resettlement project

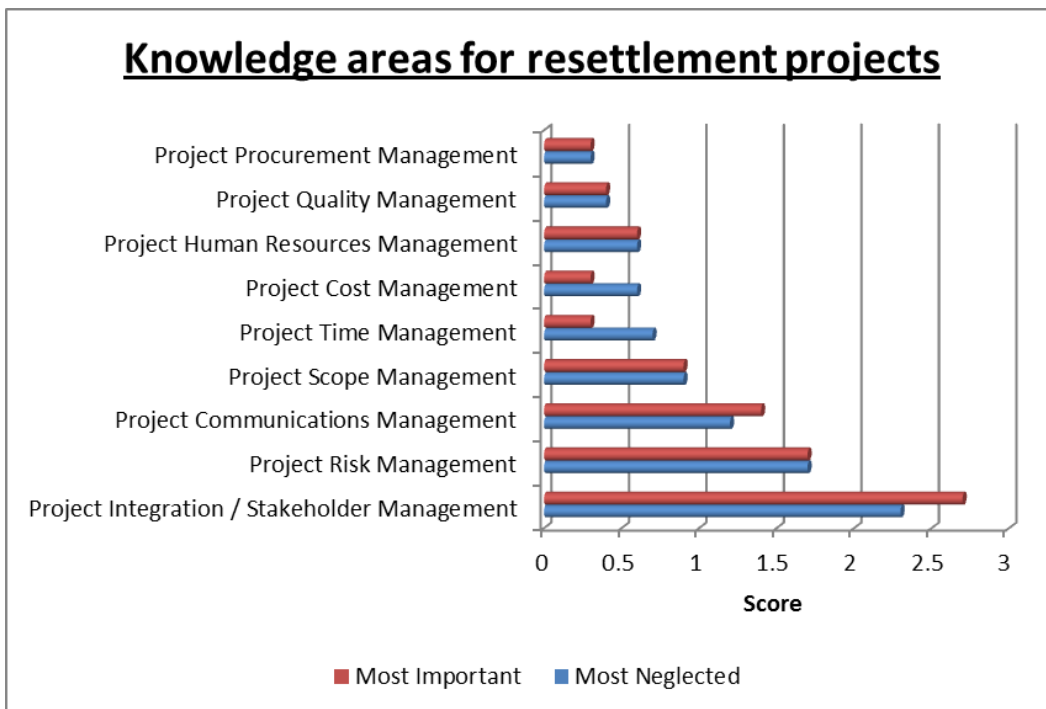| No	Knowledge Area	Average Score
1	Project integration/stakeholder management	4
2	Project scope management	3,4
3	Project time management	3,4
4	Project cost management	3,6
5	Project quality management	3,4
6	Project human resources management	3,4
7	Project communications management	3,9
8	Project risk management	4
9	Project procurement management	3,4

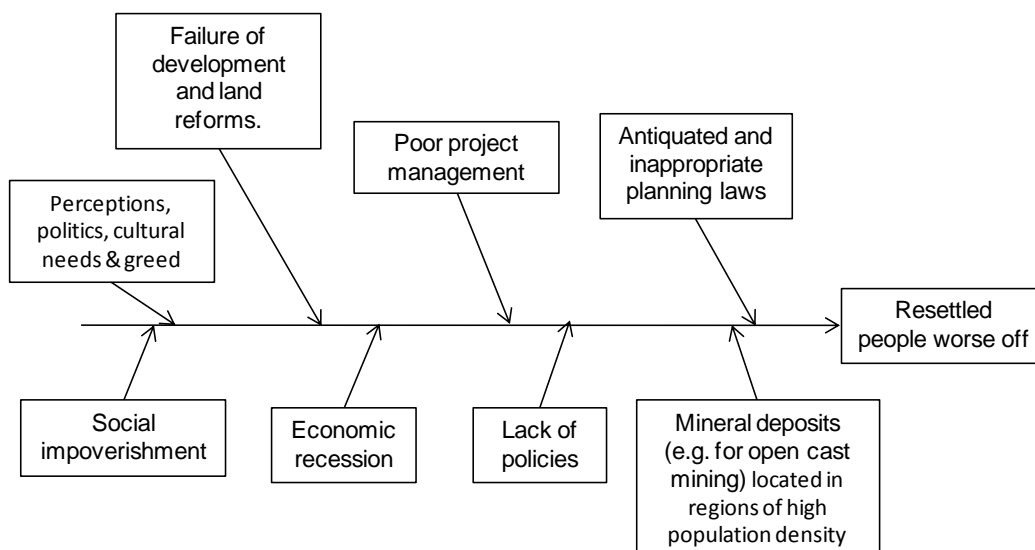**Figure 2: Top most important and most neglected knowledge areas for resettlement projects**

Figure 3: Cause-and-effect diagram of why resettlement projects failed in the past

Table 3: Resettlement criteria

Criteria
Preventing landlessness
Preventing joblessness / job creation
Preventing homelessness
Ensuring social groups are not marginalised
Enhancing food security
Preventing the increase of diseases
Preventing the loss of common property/ resources
Promoting community harmony
Reducing the risk to host populations
Intergenerational equality and planning
Improvement of livelihoods
Stakeholder engagement
Resettlement support
Sustainable development initiatives
Skills development/education
Ensuring community participation
Good complaints & grievance mechanism with independent mediation/dispute resolution
Accountable community representative bodies, re-elected on a periodic basis
Third party assurance in the process.

Table 4: Resettlement indicators

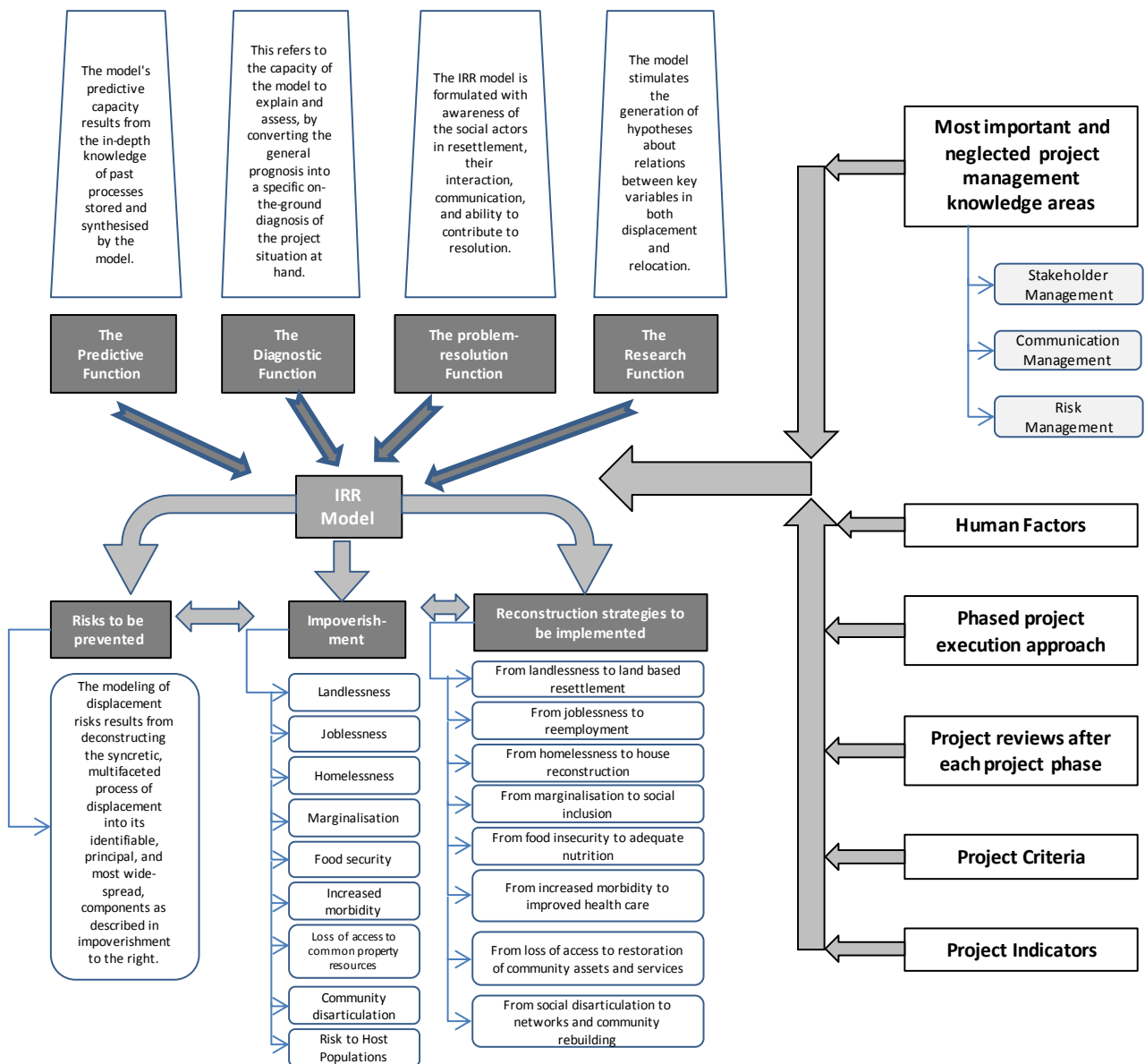| Indicators	
Health & welfare	Provision of land
Conflict prevention	Work creation
Livestock management	Monitoring and evaluation
Livelihood restoration	Reporting
Safety and security	Trust
Education	Fairness
Good governance	Transparency
Social psychological	

Figure 4: Impoverishment risk and reconstruction (IRR) model with the added project and project management factors
(IRR Model graphically reconstructed from Cernea, 2000)

It is also critical that human factors are taken into account and planned for. This issue was also unanimously agreed upon among the Delphi panel of experts that aspects such as perceptions, politics, cultural norms, greed and behaviours will have a high influence on resettlement projects if not managed well. The Delphi panel of experts further agreed on a list of criteria and indicators that need to be taken into account when dealing with resettlement projects as indicated in Tables 3 and 4 above. Consensus was reached amongst the panel of experts that these criteria and indicators are important and vital to take into account when managing a resettlement project. Therefore it was considered important to add them to the new model as important issues to address and to focus on as part of managing resettlement projects.

Conclusion and experience during early phases of the Dingleton Project

A gap in the practices of executing resettlement projects was uncovered, namely the lack of the application of appropriate project management principles. The authors believe that the Dingleton and other future resettlement projects can benefit from focusing on certain project management knowledge areas and ensuring that these areas are being managed properly. These areas include stakeholder management, communication management and risk management. Already during the early phases of the Dingleton resettlement project, experience of the team confirmed the importance of communication. The need for information was bigger than anticipated and the frequency of community meetings was increased from one every three months to one every two months. A monthly newspaper and flyers with important information were also introduced to expedite the

communication to the Dingleton Community. Further contributions made by this study included getting the right people (people with the right skills) on board as part of the Dingleton project team. Their role is to assist with stakeholder management, especially with the negotiations regarding the replacement of schools, clinic, police station, municipal buildings and the individual house owners. It was also clear from the research that following proper FEL principles, including a phased approach and reviews after each phase, should also contribute to the success of resettlement projects. From the new model developed it was also clear that there are various other issues that need to be taken into account when dealing with resettlement projects. Dealing with people is already a complex issue and dealing with people in a resettlement environment adds more complexity to the project in the sense that different behaviours can be expected from different individuals. Issues such as perceptions, politics, cultural norms and greed add to the complexity of such projects. It was also clear from the research that there are certain criteria and indicators that play a vital part in successfully implementing resettlement projects as indicated in Tables 3 and 4 above. By involving a panel of experts, consensus on each of the issues explained above was reached after two rounds of a Delphi survey. In order for resettlement projects to be implemented successfully, it is recommended that the newly developed model as shown in Figure 4 be used.

The new model can be used as a tool to deal with any resettlement project, and it provides useful pointers to execute such projects successfully. It deals with all the issues and reasons why resettlement projects have failed in the past (as described by Cernea, 2000). It also introduces a new focus on three major project management knowledge areas, the phased project approach, the importance of reviews before and after each phase, a focus on dealing with human factors, and highlighting important criteria and indicators to use when dealing with resettlement projects.

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Appendix: Details of the Delphi survey

Background information supplied to the respondents

From the literature on research done on resettlement projects the following causes were identified as the main reasons why resettlement projects have failed in the past:

No.	Causes
1	**No proper planning**.
2	**Under financing.**
3	**Economic recession** affects displaced populations in multiple ways, not only with the usual negative consequences, but also with additional unanticipated fallout. Countries resort to multiplying project investments in infrastructure as one possible counter-recession measure.
4	**Lack of** enacting resettlement **policies**.
5	**Antiquated and inappropriate planning laws** of colonial origin.
6	**Corruption**.
7	**Failure of development and land reforms**.
8	Rich **mineral deposits** are found in areas with relatively low land acquisition costs (in the global market) that are being exploited with **open-cast mining** and are **located in regions of high population density** – especially on fertile and urban lands – with poor definitions of land tenure and political weak and powerless populations, especially indigenous peoples.

"A Guide *to the Project Management Body of Knowledge*" (PMBOK) consists of nine knowledge areas generally used in *project management. It consists of the following nine areas namely:*

1. Project integration/stakeholder management
2. Project scope management
3. Project time management
4. Project cost management
5. Project quality management
6. Project human resources management
7. Project communications management
8. Project risk management
9. Project procurement management

Delphi questionnaire

1.   *To succeed with resettlement projects, what contribution can the knowledge areas below of the "A Guide to the Project Management Body of Knowledge" (PMBOK) make to a resettlement project? Please mark your choice for each of the selected knowledge areas.*

Project Integration / Stakeholder Management

1	2	3	4
No Contribution	Low level of contribution	Medium level of contribution	High level of contribution

Project Scope Management

1	2	3	4
No Contribution	Low level of contribution	Medium level of contribution	High level of contribution

Project Time Management

1	2	3	4
No Contribution	Low level of contribution	Medium level of contribution	High level of contribution

Project Cost Management

1	2	3	4
No Contribution	Low level of contribution	Medium level of contribution	High level of contribution

Project Communications Management

1	2	3	4
No Contribution	Low level of contribution	Medium level of contribution	High level of contribution

Project Risk Management

1	2	3	4
No Contribution	Low level of contribution	Medium level of contribution	High level of contribution

*2.   Which **three** of the nine knowledge areas according to your experience were mostly neglected in the past when executing resettlement projects? Please indicate the most neglected area as 1. Mark your choices from 1 - 3.*

No	Reason	
1	Project Integration / Stakeholder Management	
2	Project Scope Management	
3	Project Time Management	
4	Project Cost Management	
5	Project Quality Management	
6	Project Human Resources Management	
7	Project Communications Management	
8	Project Risk Management	
9	Project Procurement Management	

*3.   Which **three** of the nine knowledge areas according to your experience are the most important to focus on when trying to succeed executing resettlement projects? Please indicate the most important area as 1. Mark your choices from 1 to 3.*

No	Reason	
1	Project Integration / Stakeholder Management	
2	Project Scope Management	
3	Project Time Management	
4	Project Cost Management	
5	Project Quality Management	
6	Project Human Resources Management	
7	Project Communications Management	
8	Project Risk Management	
9	Project Procurement Management	

4.   According to your experience of resettlement projects, do you think resettlement projects will be more successful when a phased approach (potential study, pre-feasibility study, feasibility study and implementation) is followed versus when it is not?

1	2	3
No	Not sure	Yes

5.   Would you think that a resettlement project will be more successful when it goes through a structured review and approval process after each phase?

1	2	3
No	Not sure	Yes

6.   According to your experience of resettlement projects, do you think resettlement projects will be more successful when a proper project management approach (all knowledge areas, phased approach with reviews and approvals after each phase) is followed versus when it is not?

1	2	3
No	Not sure	Yes

7.   According to your experience of resettlement projects, how big is the human influence (perceptions, politics, cultural norms, greed and behaviours) on the outcome of resettlement projects?

1	2	3	4	5
No influence	Low level of influence	Not sure	Medium level of influence	High level of influence

*8.   From your experience of resettlement projects please indicate the **two** most important reasons why most resettlement projects failed (people worst off than before) in the past from 1 – 2 where 1 = most important reason and 2 =second important reason?*

No	Reason	Selection
1	Project management reasons (nine knowledge areas)	
2	Country economic reasons	
3	Resettlement policy reasons	
4	Governmental/Legislation reasons	
5	Good governance	
6	Social impoverishment reasons	
7	Human nature reasons (perceptions, politics, cultural norms, greed and behaviours)	