

Module III

Improving the Management of Resettlement and its Risks: Alternative Options in Project Design for Resettlement with Development

Introductory Note

Module III is dedicated to a core topic, brought up – it seems – for the first time as a central theme in ADB’s technical assistance programs for resettlement: this is the theme of in resettlement management. Its discussion will certainly bring up the complex difficulties faced by managers put in charge with such an “out-of-the-ordinary” task and some options available for performing them better.

Managing of risks is, by definition, an *ex-ante* effort to reduce the scope and decrease the intensity of risks. Therefore, if risks are addressed timely, many actual adverse impacts will not occur: an actual negative impact can be defined as a risk which has not been “arrested” early, in its infancy, and has materialized into a negative occurrence.

The management of risks is a *continuous process*. The module highlights four different levels of resettlement management arranged along the continuum that starts with policy definition and ends up with project implementation. AT each one of these levels, risk management has different tasks. But at all levels risk management should be a central orientation of managers, a characteristics of their mindset.

The main vehicle for managers in addressing risks is the project vehicle itself. However, questions arise in practice as to how best to structure the social work on forced displacement within a development project whose main objective is of a technical, not social nature. The building of a hydropower dam, or the construction of a coal mine, or laying out a network of highways, etc., —all are primarily engineering projects, which inevitable must resolve the formidable social problems arising when masses of inhabitants must be displaced and resettled

sustainably. Social problems have in fact higher complexity, because of their cultural, psychological, economic, financial, institutional, etc. dimensions. They are more complex than technical engineering. Therefore, the question of “projectize” resettlement is crucial.

The module discusses the options most currently employed now, which incorporates the displacement/resettlement processes as a “component” of the overall infrastructural project. On the other hand, the module explores the ADB policy provision of structuring resettlement activities as stand-alone projects, distinct but closely interlinked with their infrastructure projects. The module’s discussion of advantages and constraints involved in these options is intended to expand awareness of ways for improving projects. Engaging and mobilizing participants’ experiences and ideas in how project structures can be best fitted to the social requirements of “resettlement with development may have great problem-solving potential.