Insight Series Compendium

SRA
Steyn Reddy Associates

Global Leaders in Land Access & Resettlement

Managing Access Restrictions in Nature Conservation Projects

Part 1

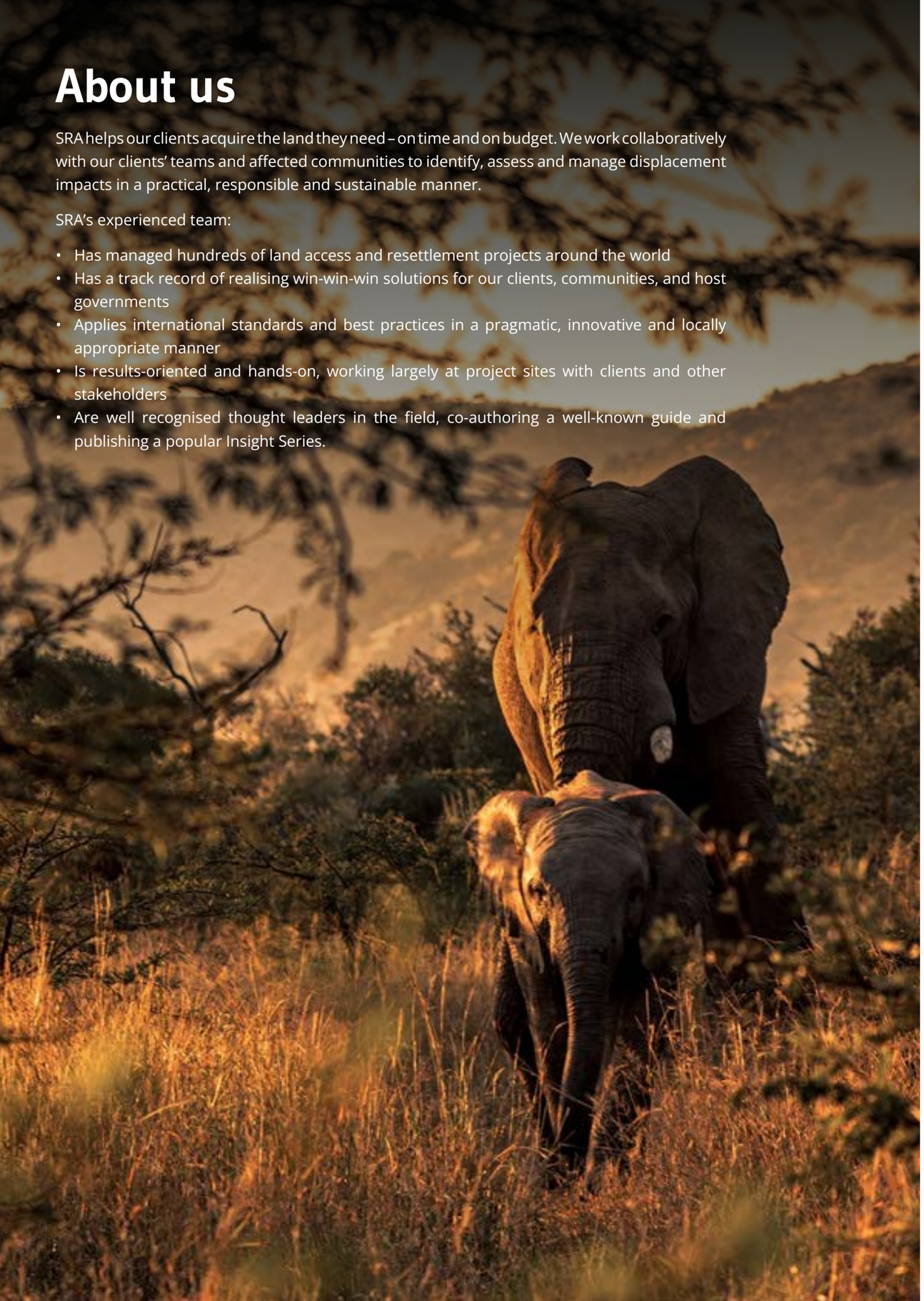
www.steynreddy.com

About us

SRA helps our clients acquire the land they need – on time and on budget. We work collaboratively with our clients' teams and affected communities to identify, assess and manage displacement impacts in a practical, responsible and sustainable manner.

SRA's experienced team:

- Has managed hundreds of land access and resettlement projects around the world
- Has a track record of realising win-win-win solutions for our clients, communities, and host governments
- Applies international standards and best practices in a pragmatic, innovative and locally appropriate manner
- Is results-oriented and hands-on, working largely at project sites with clients and other stakeholders
- Are well recognised thought leaders in the field, co-authoring a well-known guide and publishing a popular Insight Series.



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Background

Nature conservation projects have the potential to severely restrict access to resources by local communities, chiefly due to the need to protect or restore expansive land, marine, and inland water areas.

This Compendium consolidates a two-part Insight Series developed by Steyn Reddy Associates (SRA) on **Managing Access Restrictions in Nature Conservation Projects**. The goal of this Insight Series is to help conservation projects (a) identify common social impacts related to access restrictions and (b) ensure these are adequately addressed throughout assessment, planning and implementation.

It is available for download free at **www.steynreddy.com**, along with all of SRA's thought leadership.

SRA has worked at the forefront of conservation initiatives and the management of related access restrictions in recent years, particularly in collaboration with KfW, a leading development finance institution in the sector. This collaboration culminated in the production of detailed management guidance for KfW's use internally, which has been drawn on herein.

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Overview

Recent years have seen steady growth in the number of nature conservation projects worldwide. This is due to the increasing need to protect and/or restore landscapes and ecosystems impacted by human activities and climate change, and to protect biodiversity.

Although conservation projects are generally developed with the intention of promoting the long-term health and sustainability of natural resources, their design and implementation can nevertheless result in a range of adverse social impacts. Foremost amongst these are impacts on community well-being and livelihoods that can stem from project-related access restrictions, whether these be related to land, marine, or inland water areas, or even to underground resources.

Where not fully mitigated, these impacts – whether on nearby communities, indigenous populations, and/or resource users – can be significant, resulting in impoverishment and leading to the creation of passive or active opposition to a given project. This opposition, in turn, can lead to the project being deprioritised by regulators and/or associated restrictions being ignored by local stakeholders, all to the detriment of conservation goals.

Conversely, conservation projects that fully mitigate their access-related impacts often generate broad support among nearby communities, regulators and civil society. That said, the most successful projects, both in terms of social and conservation outcomes, are often those that go beyond the minimum requirements of mitigation to create added value for stakeholders. In other words, these projects make local stakeholders better off in material ways. In fact, it is only by ensuring positive social outcomes that the success and long-term sustainability of conservation projects can truly be assured.

The conservation community as a whole recognizes the reality that long-term success of conservation and biodiversity efforts requires that local stakeholders be involved, negative impacts managed, and communities share in benefits. As a result, Integrated Conservation and Development Projects (ICDPs) are now common, which rely on co-design with local stakeholders to inform project assessment, planning and implementation from the outset. In short, ICDPs aim to improve achievement of certain conservation objectives but also to manage social impacts effectively and to promote socio-economic development for nearby communities. This allows for achievement of important win-wins, namely the protection of conservation values and habitats along with the attainment of more sustainable community livelihoods and development.

Achieving these win-wins is not easy, given the wider context in which conservation projects are being planned and implemented. In addition to potential impacts from access restrictions, many host communities – particularly in the Global South – face a variety of challenges related to poor governance, rapid population growth or in-migration, lack of infrastructure and facilities, insecurity and conflict, and the impacts of climate change. Each project context is therefore unique and often highly complex – from a socio-economic and environmental perspective – and demands comprehensive evaluation to effectively identify, assess, manage, and monitor social impacts. This extends to spatial analysis of current realities and trends within and well beyond the conservation area boundaries. This Insight Series presents an overview of impacts related to access restrictions in conservation projects and identifies a useful management tool for the effective mitigation of impacts on community well-being and livelihoods.

1 'Nature conservation projects' is a blanket term used throughout this document referring to initiatives developed to protect, preserve, manage, or restore land, marine, and inland water environments.

In Brief:

The Conservation Opportunity

Conservation projects provide opportunities to improve the livelihoods and well-being of affected communities. Long-term success can be best assured through an approach that includes local stakeholders in planning, agreeing, and implementing such projects, including related access restrictions, from the outset.

The Conservation Challenge

Where local stakeholders are not involved and access restrictions not considered, conservation projects can have significant adverse impacts on local communities, indigenous populations, and resource users, which can lead to impoverishment and failure of conservation initiatives.

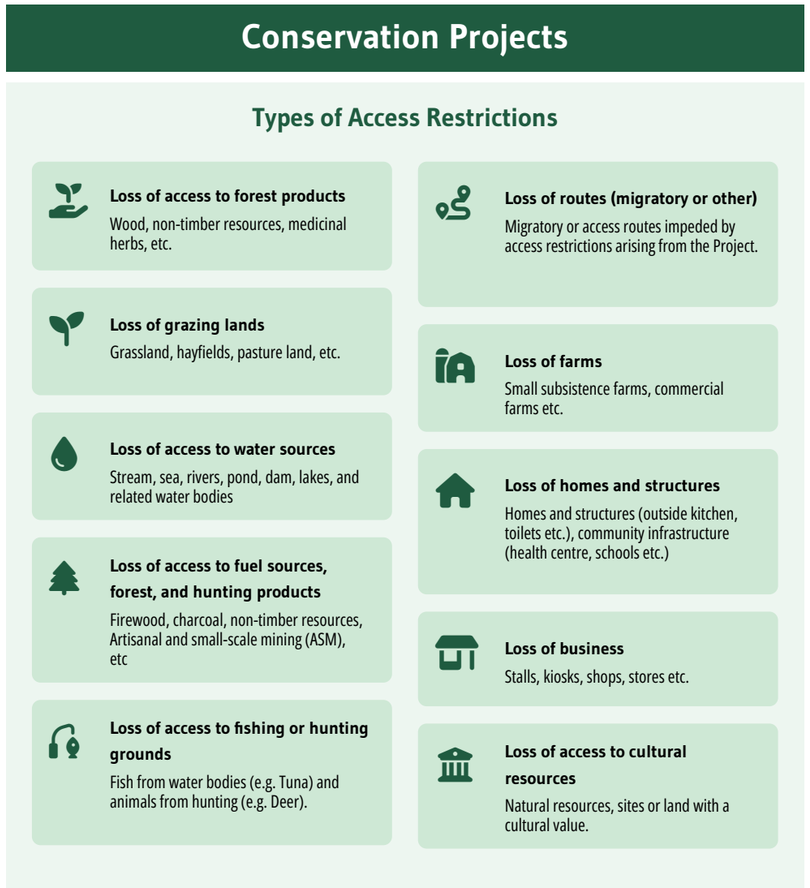
Key Success Factors

A successful conservation project needs to:

1. Be designed in collaboration with local stakeholders;
2. Offer opportunities for local stakeholders to benefit from the project; and,
3. Fully mitigate any social impacts.

Impacts Associated with Access Restrictions

The figure below presents some examples of the kinds of impacts that can be associated with access restrictions.



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Managing Access Restrictions

The World Bank Environmental and Social Standards (WB ESS) stipulate that, where a conservation project creates access restrictions in legally designated parks and protected areas, a "Process Framework" (PF) should be prepared to document the identification, assessment, mitigation, and monitoring of associated social impacts, along with related engagement activities.

The WB ESS further stipulates that a PF is required when:

"...projects may cause restrictions in access to natural resources in legally designated parks and protected areas (or other common property resources on which local people may depend for livelihood purposes). The purpose of the process framework is to establish a process by which members of potentially affected communities participate in design of project components, determination of measures necessary to achieve the objectives of [the World Bank Standards], and implementation and monitoring of relevant project activities."

In other words, a PF is effectively a tailored social management plan that identifies and assesses impacts on communities arising from access restrictions, and guides the planning and implementation of mitigation measures to address these impacts, all with the active participation of those affected, including potentially vulnerable people and groups.

Practitioners can think of a PF as equivalent to a Resettlement Plan (RP) or Livelihood Restoration Plan (LRP), as also set out in the WB ESS. Like a RAP or LRP, the development of a detailed PF requires time, resources and technical inputs, and must be considered at the outset of a given conservation project. However, PFs can also be developed incrementally as project design evolves and baseline data becomes available. Part 2 of this Compendium delves deeper into PF development and the different types of PFs.

Types of Access Restrictions

The extent and nature of access restrictions play a key role in determining the severity of impacts on affected populations. Some different types of access restrictions are discussed briefly below.

Temporary, seasonal, or permanent access restrictions

Access restrictions can be temporary, seasonal, or permanent, as follows:

- Temporary, aimed at achieving specific short-term protection (e.g., recovery of an endangered species);
- Seasonal, which aims to provide protection during sensitive biological processes (e.g., specific breeding periods); or,
- Permanent, aiming to achieve long-term conservation goals.

Access restrictions affecting legal or illegal right holders

Access restrictions may affect a broad range of owners and users with an interest in the conservation area. For example, they may impact legal rights-holders, such as farmers with legal title to the land they farm, or those without a recognised right to resource use, such as nomadic pastoralists.

Different mitigation measures will often be appropriate for different types of interests and impacts. In some cases, measures may include transition to an adapted or alternative activity that does not threaten conservation objectives. For example, it may be possible to mitigate impacts to the livelihoods of traditional pastoralist users of a particular conservation area through land use planning that allows them to continue their livelihood activities elsewhere, perhaps in an intensified form. Conversely, for loggers, whose livelihoods are inherently incompatible with conservation objectives, a transition to alternative / improved wood sources elsewhere, supplemented with alternative livelihood activities, perhaps including as wardens, may be appropriate. Notably, comprehensive regional land use planning is a key tool in mitigation design, as it can help identify potential community forests, resource use areas, and other "zones" that can serve as transitional buffers between conservation areas and other land uses.

Importantly, illegal but largely small-scale subsistence activities that support local communities must be distinguished from illegal, larger-scale, more commercial activities. In this regard, identifying what is technically 'illegal' but a subsistence activity undertaken by a local community (e.g., small-scale poaching, accessing firewood) as opposed to commercial and criminal activities (e.g., commercial poaching, commercial logging by outside parties) is highly context-specific, and must be determined carefully. In general, users drawing on the natural resources of a given conservation area in an unsustainable manner for commercial purposes, and criminal activities such as poaching for sale, should not be addressed by any mitigation measures.

Overall, project planners, regulators and local stakeholders should work together to identify and agree on the different user groups, likely impacts, and eligibility for various assistance and mitigation measures. This process typically forms a core workstream during PF preparation.

Voluntary and involuntary restrictions

Access restrictions on community land uses may be imposed by a conservation project involuntarily or voluntarily. It is critical to determine whether such restrictions qualify as "voluntary" or "involuntary" as these terms are often misinterpreted. Importantly, restrictions cannot be understood as "voluntary" just because those affected have agreed to them.

Voluntary restrictions are those in which a project has no legal mechanism to (a) force agreement by affected communities and/or (b) force continued adherence to that agreement over time, such as through expropriation or other state-level mechanisms.

It must also be demonstrated that there is no threat of restrictions – or other sanctions – being imposed if the agreement fails and communities withdraw their consent.

Even where restrictions are confirmed as voluntary, there may still be impacts arising from such restrictions that would need to be addressed. A PF or similar social safeguard tool may be appropriate in these circumstances.

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Roles and Responsibilities

Once the potential for impacts associated with access restrictions has been identified, and the need for a PF or similar management tool confirmed, it is critical for project teams to determine the roles and responsibilities of the various parties vis-à-vis impact assessment, mitigation and management.

In addition to the numerous types of conservation projects and the access restriction impacts they may cause, there are a wide range of conservation project governance structures that influence how access restrictions are created and managed, and who is responsible for their implementation and mitigation. Such structures may include national or sub-national ministries / agencies, one or multiple non-governmental organisation(s), and/or other forms of collaborative management. In each, participating entities have varying degrees of influence over how decisions are made and implemented.

A key activity will be to understand who amongst these actors will be responsible for decisions related to access restrictions, what role they will play (including any activities which may be mandated by national legislation) in conservation area implementation and the ongoing management of social impacts, any potential limitations in their capacity to do so (e.g., budgetary limitations), and how best to manage such limitations.

Things to Bear in Mind

- Nature conservation projects can impact community well-being and livelihoods through imposition of access restrictions on land, marine, and inland water areas, as well as underground resources.
- The conservation community has established that the long-term success of conservation projects requires that local stakeholders be involved in the planning and implementation of such projects from the outset, including in the comprehensive assessment and mitigation of social impacts. Ideally, in fact, local stakeholders should materially benefit from conservation projects.
- The WB ESS stipulate that where access restrictions are required for a conservation project, a "Process Framework" (PF) should be prepared to document the assessment, mitigation and monitoring of associated impacts, with the active participation of those affected.
- In developing or strengthening conservation areas, a wide range of access restrictions may be placed on local communities in order to achieve conservation objectives. The extent of these restrictions determines in part the severity of the impact on those affected.
- A key challenge is to understand who will be responsible for decisions related to access restrictions, what role they will play (including any activities mandated by national legislation) in implementation and mitigation/management, and any potential limitations in their capacity to do so.
- Access restrictions cannot be effectively addressed if other factors such as law enforcement of protected areas are not aligned with human rights.

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Managing Access Restrictions in Nature Conservation Projects

Part 2

Recap:

The first part of this Insight Series provided an overview of access restrictions in nature conservation projects and introduced the "Process Framework" (PF) as a key tool for the effective management of associated impacts on community well-being and livelihoods.

This part provides an overview of the scoping and development of a PF, and outlines some key considerations for challenging projects with limited budgets and resources.

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When do we need a Process Framework?

A Process Framework (PF) is effectively a tailored social management plan that identifies and assesses impacts on communities arising from restrictions in access to natural resources, and guides the planning and implementation of mitigation measures to address these impacts, all with the active participation of those affected.

Nature conservation projects and their associated impacts vary significantly depending on the environmental and social context, the extent / type of access restrictions, and the presence of external threats. The requirement for a PF and the type of PF to be developed will vary depending on the type of restrictions and the social issues associated with each project.

The need for a PF is based on an initial assessment, which can:

- Leverage existing team field knowledge, along with available primary and secondary data;
- Document baseline conditions and determine if and where additional data gathering and consultation is required;
- Consider potential external threats that cannot be addressed by project mitigation measures (e.g., influx to the area);
- Guide the planning and collection of supplementary data;
- Assess the impacts and level of risk associated with various project components / activities; and,
- Identify existing mitigation measures, and/or develop mitigation measures as required to propose to stakeholders.

Projects for which a PF is likely not required are those where:

- There are no direct or indirect social impacts resulting from the project's access restrictions, perhaps because the project is remote from human activities;
- The impacts associated with access restrictions are limited; and,
- Existing social safeguard plans and tools are adequate to manage identified impacts.

If the initial assessment identifies that there are impacts that require management, then further actions should be undertaken, such as more in depth and detailed data gathering, additional engagement, more detailed assessment of impacts, and more detailed design of mitigation measures.

In short, based on the outcome of the initial assessment, project proponents scope the necessary PF and target resources to the more significant potential social impacts. They can then elaborate the PF in phases over time, in conjunction with different project stages, as explained below.

[1] Conservation projects and interventions do not occur in isolation, and in most cases, local communities will already face a range of threats beyond those arising from the project itself. While external to the project, these other threats can mean that a project's access restrictions potentially represent a cumulative negative impact for stakeholders (e.g., in-migration from other areas, often because of environmental push factors in the area of origin, such as overpopulation or climate change impacts, etc.).

PF Phase	Project Stage	Typical Characteristics
Preliminary	Project Scoping/Assessment Stage Or, When intervention starts	• Final project design may not be fixed • Initial assessment of potential impacts • Limited baseline data • Focuses on proposed strategy and key tasks to be completed as the PF advances to Interim and Final
Interim	Detailed project design Pre-implementation	• Project design fixed • All baseline data collected • All impact assessments completed • Mitigation measures well-developed with affected communities
Final	Implementation underway Final budgets known	• Final mitigation measures and programs in place • Consultation and agreements with communities documented • Monitoring and evaluation programs finalised

Determining Key Components

A PF will generally include the following elements:

Introduction

This section will include discussion of project background, key project components, type of protected area, anticipated restrictions and impacts, PF objectives, and overall PF approach and structure (which will vary from project to project).

Stakeholder Engagement

This section will entail a discussion of activities to identify all stakeholders, including mapping and analysis, details and outcomes of historic engagements, future engagement plan (including methodologies and schedule), and record-keeping.

This section will also include the mechanisms for how community knowledge and agency will be or have been incorporated in the identification and assessment of impacts and the design of mitigation measures, and how broad support and agreement has been, or will be, secured in a manner that is compatible with traditional and national processes.

Initial versions of the PF should include documentation of legacy issues concerning access restrictions, how these were addressed, and any outstanding grievances at the community or household level. This supports early stakeholder engagement, helps improve stakeholder relations, and surfaces any ongoing risks

Institutional & Legal Framework

This section will describe the national, regional, and local institutional framework, the legal context, international regulations and guidance governing the Project, and provide a gap analysis of national and international regulations, including strategies to address any gaps. This analysis should not only explore international and national legislation, but also traditional laws and approaches.

Baseline Conditions

This section will provide a description of the project area, including demographics and socio-economic data gathered from primary and secondary sources. Depending on the status of the project, this will include proposed data gathering activities, or the results and analysis of surveys and other activities undertaken to date.

Identification and Assessment of Project Impacts

Depending on the stage of project development, this section will characterize potential impacts, or confirmed impacts following engagements and analysis of data. Special attention should be given to impacts on indigenous peoples and marginalised groups.

Mitigation Measures

Stemming from comprehensive stakeholder engagement, baseline data gathering and analysis, and identification and assessment of potential impacts, this section will explore measures to avoid and/or minimize the impacts associated with access restrictions.

The PF should describe proposed, or confirmed, mitigation measures, including eligibility and entitlements per stakeholder group (e.g., farmers, fishers, resource gatherers, etc.).

These measures should be developed based on the impacts identified and with participation of those affected, along with other potential intervention partners (e.g., NGOs).

Organisational Framework & Procedures

This section will detail the organisational structure and key actors involved in planning and implementation, including those affected, as well as the mechanisms for effective participation and management. Any capacity-building requirements should also be discussed.

Schedule

This section will outline a schedule for all activities, from initial planning through implementation, including monitoring and evaluation, as well as any close-out or exit strategy. The level of schedule detail will vary throughout project development.

Budgets and Funding Arrangements

This section will provide details on budgets and funding arrangements. The level of detail will vary from very preliminary in nature to highly detailed, depending on the stage of the project.

Grievance Mechanism

This section will lay out project grievance processes, even if this is contained in standalone grievance or stakeholder engagement documents.

Monitoring and Evaluation

This section will detail the mechanisms and schedule for ongoing monitoring and evaluation, including how stakeholder participation will be achieved. Key Performance Indicators (KPIs) should be included.

Change Management

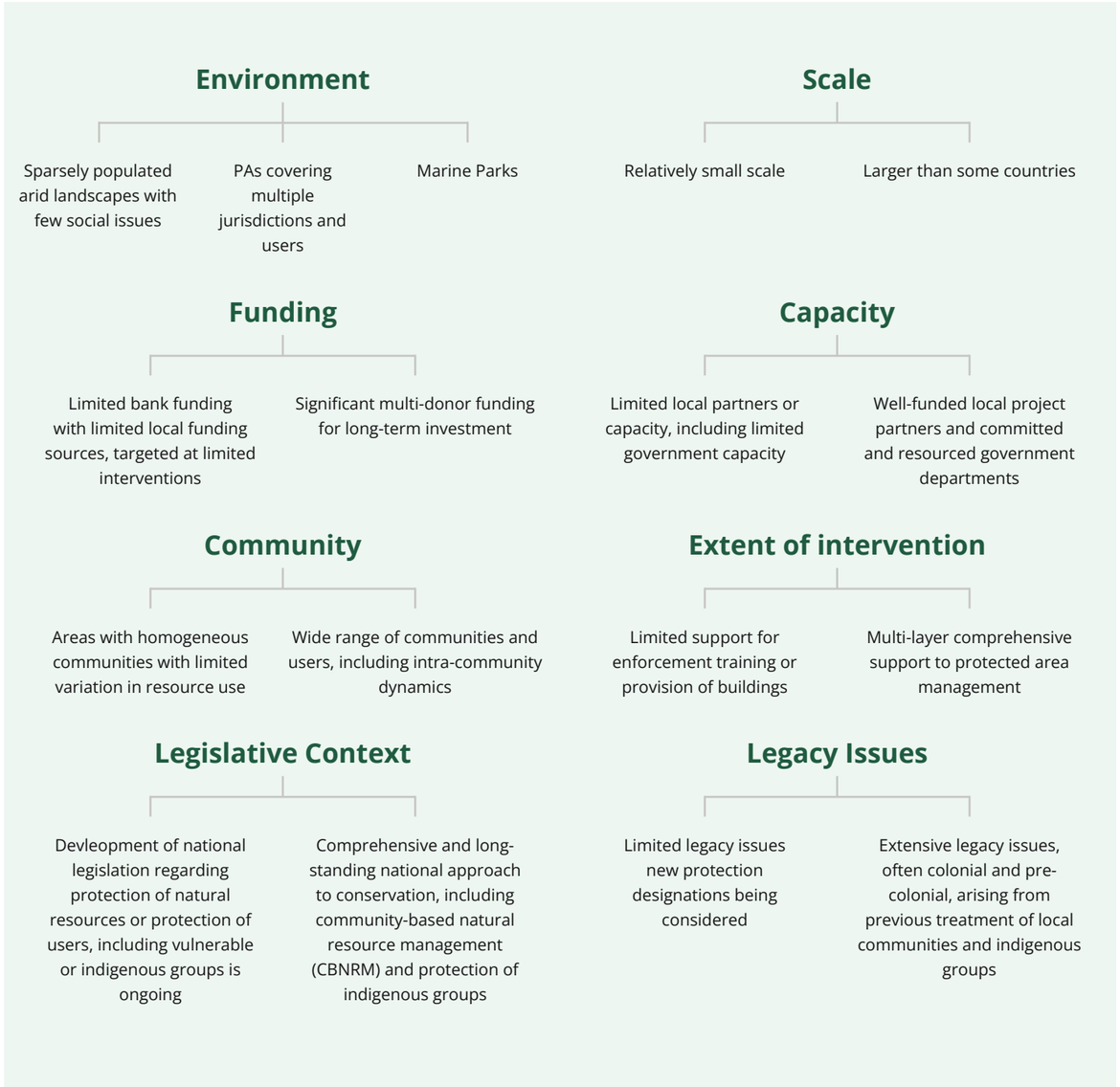
A PF will typically pass through several iterations, given the participatory engagements, analysis, and design work to be undertaken over the course of different project phases. A PF is meant to be a management tool for managing a project's impacts, rather than a document to be produced at any one time (e.g., to secure project approval or financing). Final mitigation programs and other measures should ultimately be integrated into longer term park management systems and reviewed on an ongoing basis.

The 'Change Management' section will detail the various stages in the project that will trigger review and updating of the PF, and what details will be included at each stage. Generally, Preliminary, Interim and Final PFs will be required, but more than three variations may be useful depending on the project.

Project Characteristics and Challenging Scenarios

A key issue for project managers, technical experts, and social practitioners in addressing access restrictions in conservation contexts is the varied range of project scopes and characteristics encountered, all of which need to be managed appropriately and in compliance with relevant social safeguard standards.

The figure below presents an indicative list of some of the factors that can characterize a given project.



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Where large project areas in complex settings have limited budgets and resources, management of access restrictions and associated impacts can be quite challenging. Below are some considerations for such scenarios:

In terms of **Stakeholder Engagement:**

- Using Google Earth imagery and existing project maps is a low-cost, desk-based approach to initially identifying impacted stakeholders and defining the area of influence.
- Where it is difficult for project representatives to get to communities (e.g., because of budget constraints or security issues) or where projects cover large geographic areas, it may be possible to maintain online or phone-based engagement and grievance mechanisms, including the distribution of cell phones to community leaders for this purpose.

In terms of **Baseline Data Collection:**

- Where projects are at a very early stage, cover vast areas, or have limited budgets, analysis of publicly available maps, existing secondary or tertiary data, and/or use of Google Earth are low-cost options.
- Where project budgets are limited, or project areas cover large areas with multiple potentially impacted households and communities, a rapid village assessment may be more practical than a full socio-economic sample survey. In these cases, villages can be prioritized according to likely severity of impact, and an initial analysis undertaken to determine if villages share sufficiently common characteristics. Thereafter, rapid assessments can be undertaken in each village through use of focus group discussions and participatory assessments (e.g., village mapping, transect walks) to determine details that would otherwise be determined through more comprehensive socio-economic surveys.
- Simple databases using Microsoft Excel (or similar) can also be sufficient where budgets are limited. Record keeping mechanisms do not need to be expensive or “high-tech”. In fact, consistency is more important than speed of access or analytical / reporting capabilities.

In terms of **Impact Identification & Mitigation Measures:**

- Early consideration of avoidance and minimization of impacts can make project budgets more feasible.
- Budget and resource constrained projects should piggyback on existing institutions and programs where possible to mitigate impacts.

In terms of **Implementation Arrangements:**

- It can be extremely cost effective for a project to partner with national universities and NGOs and to run programs in collaboration with affected stakeholders. This is true for capacity-building programs, but also data collection activities, livelihoods restoration programs, and conservation training programs.

In terms of **Monitoring and Evaluation:**

- Projects must be careful to develop realistic monitoring and evaluation regimes that are appropriate to available resources and budgets.

Potential Mitigation Measures

Part 1 of this Insight Series identified the key types of impacts arising from conservation projects.

Once impacts have been assessed and it has been determined which impacts can be avoided or minimized, appropriate mitigation measures for the impacts that cannot be avoided should be developed. These measures should be sufficient to compensate for the impact and restore affected people's quality of life to pre-project levels, if not higher. Ultimately, all measures should ideally be integrated as part of overall park management plans, especially where measures involve long-term assistance or ongoing monitoring and evaluation.

It is important in developing mitigation measures to review what existing mechanisms, instruments and activities are already in place that may be appropriate. Utilizing existing institutions and programs means measures may be easier to implement, as delivery partners may already be mobilized and active, institutions and programs may be trusted and understood by communities and government, and refinements may have already occurred over time, based on what worked and what did not. In sum, it is important not to reinvent the wheel when developing mitigation measures.

For example, developing community use areas as PA buffers as a mitigation measure may be more easily accomplished via the preparation of village land use plans in accordance with national mandates and guidance, rather than as stand-alone, PA-specific plans. Piggybacking mitigation measures on broadly understood and commonly used practices in this manner can result in a myriad of additional benefits for communities, including improved resource management and security of tenure.

Where project resources and budgets are limited, it may be acceptable to roll-out mitigation measures and programs in phases, including piloting programs in particular areas. However, in such cases, the PF needs to detail how such a pilot or phased approach will be replicated or scaled, and the schedule and means by which all affected stakeholders will be reached. The PF would also need to document how the slower rollout will not cause significant social impacts, introduce new vulnerabilities, or exacerbate existing ones.

Where impacts are short-term or limited in nature (e.g., fishing restrictions impact household catch by 10% for the first year, but this is recovered in year two through alternative catch and improved techniques), then associated mitigation measures can be similarly short-term or limited in nature. This may for example include provision of gear to improve catches, net repairs, or short-term food aid. Where such short-term impacts are accepted by stakeholders in anticipation of the longer-term gains of jointly designed conservation efforts, introduction of mitigation measures may actually be counterproductive where this would undermine community spirit, local agency, and ownership of the project. However, care must be taken that impacts are not adversely impacting particular groups or households (e.g., vulnerable households).

Common types of mitigation measures associated with access restrictions and impacts illustrated in Part 1 are presented below. Measures must be tailored to particular project circumstances; a 'one-size-fits-all' approach will not work.

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Conservation Projects

Types of access restrictions

Loss of access to forest products
Wood, non-timber resources, medicinal herbs. etc.

Loss of grazing lands
Grassland, hayfields, pasture land, etc.

Loss of access to water sources
Stream, sea, rivers, pond, dam, lakes, and related water bodies

Loss of access to fuel sources, forest and hunting products
Firewood, charcoal, non timber resources, Artisanal and small-scale mining (ASM), etc

Loss of access to fishing or hunting grounds
Fish from water bodies (e.g., Tuna) and animals from hunting (e.g., Deer).

Loss of routes (migratory or other)
Migratory or access routes impeded by access restrictions arising from the Project.

Loss of farms
Small subsistence farms, commercial farms etc.

Loss of homes and structures
Homes and structures (outside kitchen, toilets etc.), community infrastructure (health center, schools etc.)

Loss of business
Stalls, kiosks, shops, stores etc.

Loss of access to cultural resources
Natural resources, sites or land with a cultural value.

Types of related impacts

Human resources
- Health and wellbeing
- Gender relations

Economic impacts
- Resource access restrictions
- Loss of farmland access
- Loss of water resources and/or fishing area access
- Living and/or income level changes
- Shifts in ecosystem services

Economic impacts should also be considered for loss of farms, homes, structures and businesses

Social resource impacts
- Family and community relations
- Traditional networks and social bonds
- Increased pressure on existing local government structures and other public institutions

Physical impacts
- Physical displacement and resettlement

Cultural and religious impacts
- Loss of traditional and cultural heritage
- Loss of site access
- Change in values

Types of related mitigation measures

Livelihood restoration
- **Access to alternative areas** (e.g., throughout areas for harvesting timber, programs for re-planting)
- **Replacement land** (e.g., farmland)
- **Provisions of facilities** (e.g., community facilities)
- **Compensation payments** for ecosystem services
- **Alternative livelihoods** (e.g., ecotourism)
- **Intensification / adaptation** (e.g., farming methodologies)
- **Local employment & procurement**
- **Vulnerable programs** (e.g., women's livelihoods)

Project design
- **Boundary changes**
- **Community-based management &/or enforcement**

Project design mitigation measures should also be considered for loss of farms, homes, structures and businesses

Land Management
- **Village land use planning** (e.g., land reorganisation)
- **Shared resource areas** (e.g., use of buffer zones)
- **Conditional access** for specific uses (traditional)

Physical and economic displacement
- **Physical resettlement** (e.g., in-kind or cash)
- **Replacement farmland** or **compensation** (e.g crops & trees, livestock)

Project design
- **Boundary changes** to avoid important cultural sites.

Land management
- **Conditional access** for cultural purposes

Things to Bear in Mind

- Projects and associated impacts vary significantly, depending in part on the environmental and social context, the extent of access restrictions, and external threats. The requirement for a PF, and the type of PF to be developed will vary significantly as a result.
- PFs are developed in phases—preliminary, interim, and final—aligned with different project stages.
- Unless management and monitoring of impacts related to access restrictions can be undertaken through existing management tools and plans, a PF will generally include the following elements: introduction, stakeholder engagement, institutional and legal framework, baseline conditions, identification and assessment of project impacts, mitigation measures, organisational framework and procedures, schedule, budgets and funding arrangements, grievance mechanism, monitoring and evaluation, and change management.
- Where large project areas in complex settings have limited budgets and resources, management of access restrictions and associated social impacts can be challenging. However, there are a range of practical measures available that can be taken to ensure impacts are well-managed regardless.

Connect with SRA

If you have a question or comment on this compendium, or anything related to land access and resettlement, please email us at **info@steynreddy.com**.

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