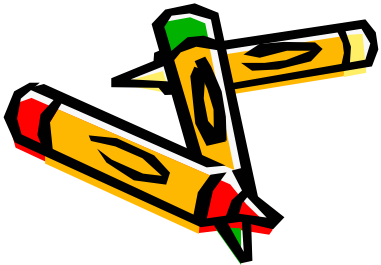
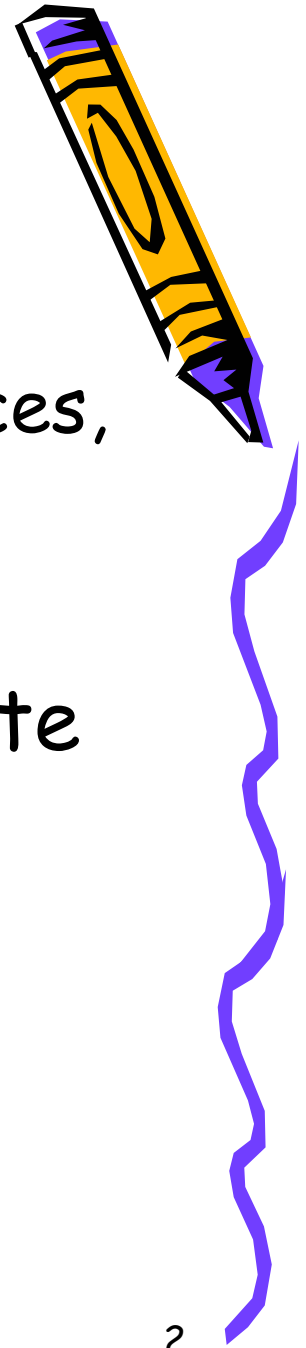




Insights Into Land Acquisition Experiences Of Private Businesses in India

XLRI Jamshedpur Working Paper No. 08-11;
Available at: <http://ssrn.com/abstract=1295407>

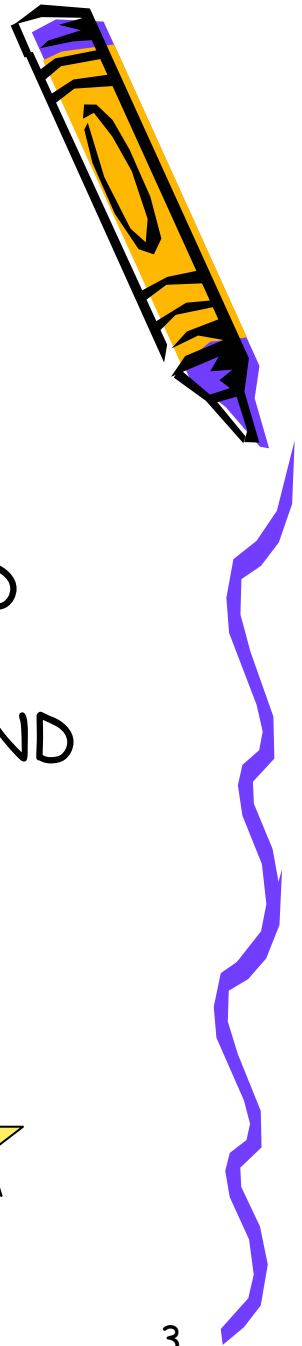
- ◆ Legal Clearances, Environmental Clearances, Court Orders can be managed.
- ◆ Most 'private businesses' know!
- ◆ Stress on 'Social Consent' to Operate



'Social Consent' to Operate

MEANS ...

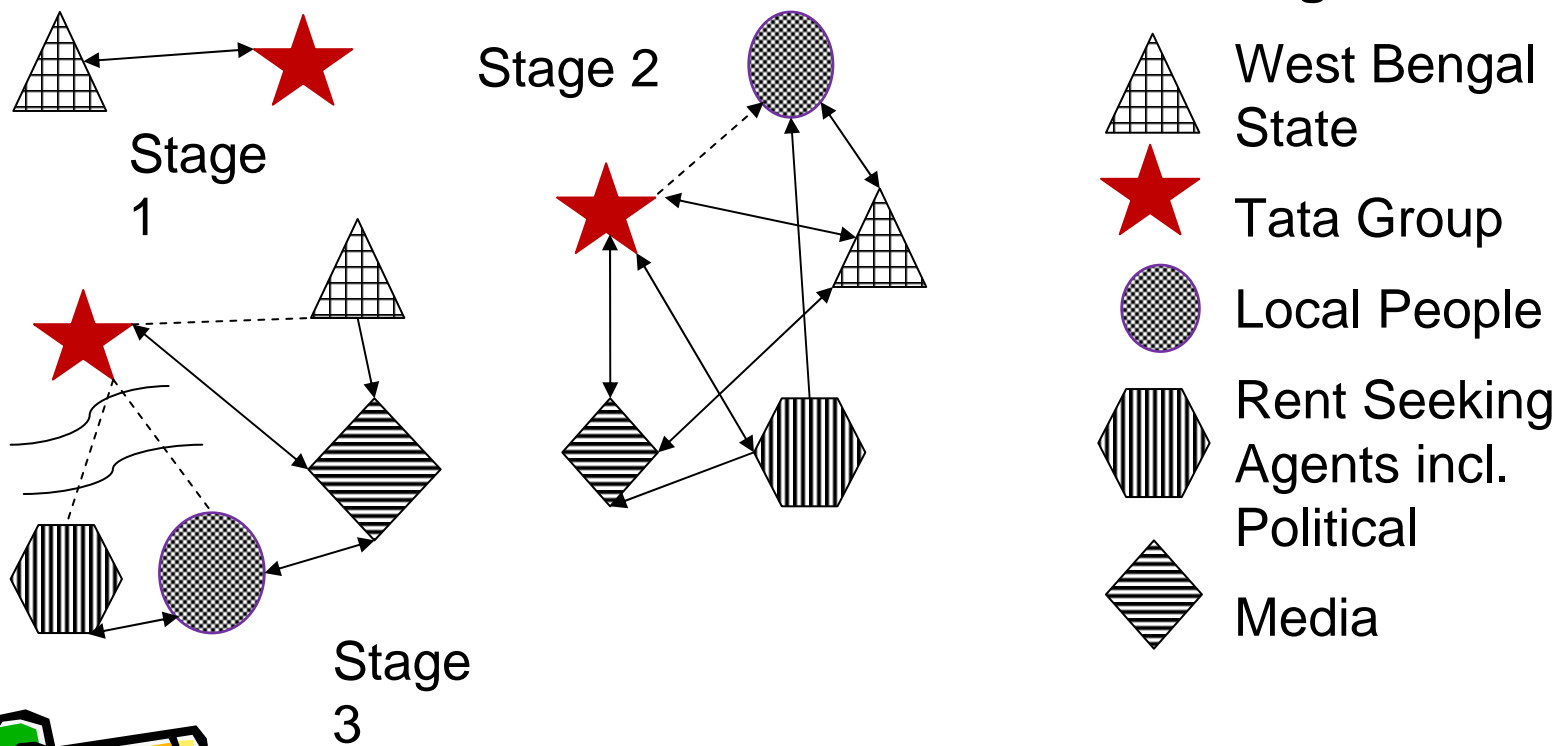
SECURING THE FREE, PRIOR, AND INFORMED
CONSENT OF AFFECTED COMMUNITIES TO
PART WITH OR SHARE THEIR RESOURCES AND
ALSO GIVE CONSENT TO THE BUSINESS TO
OPERATE IN THEIR COMMUNITY.



List of Industrial Projects of Private Business along with their Status

Project Brief	Sponsor Name	Place	Status
Car Plant	Tata Motors	Singur (West Bengal)	Abandoned
Power Plant, Fertilizer & Steel	Tata Group	Barapukuria (Bangladesh)	Abandoned
Steel Plant	Tata Steel	Gopalpur (Orissa)	Abandoned
Titanium Dioxide	Tata Steel	Tuticorin (Tamil Nadu)	Abandoned
Steel Plant	Tata Steel	Saraikela (Jharkhand)	Temporarily Stalled
Alumina Refinery	Vedanta (Sterlite)	Lanjigarh (Orissa)	Tending towards Failure
Aluminum Smelter	Vedanta (Sterlite)	Jharsuguda (Orissa)	Tending towards Failure
Steel Plant	Bhusan Steel	Potka (Jharkhand)	Tending towards Failure
Steel Plant	Tata Steel	Bastar (Chhattisgarh)	Tending towards Failure
Steel Plant	Essar Group	Paradip (Orissa)	Tending towards Failure
Steel Plant	POSCO Korea	Paradip (Orissa)	Tending towards Failure
Steel Plant	L N Mittal Group	Torpa (Jharkhand)	Tending towards Failure
Steel Plant	L N Mittal Group	Kasaphal (Orissa)	Tending towards Failure
Steel Plant	Tata Steel	Kalinganagar (Orissa)	Tending towards Failure

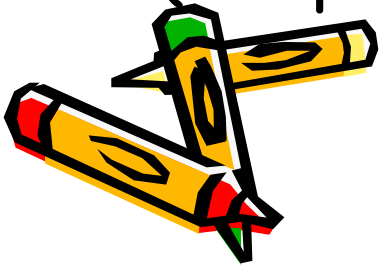
Tata Motors Small Car Project: Unsuccessful land acquisition model



Key Characteristics of Unsuccessful Land Acquisitions

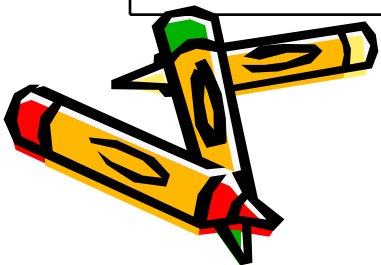


- ◆ High Profile Promoters (Tuticorn)
- ◆ Acquisition of Fertile Land (Keonjhar)
- ◆ Slow Acquisition Process (Gopalpur)
- ◆ Unacceptable Rehabilitation Package (Lanjigarh)
- ◆ No Direct Talks with the Locals (Kalinganagar)
- ◆ Aligning with Political Parties (Singur)
- ◆ Wrong Communication / Confusing Signals (Torpa Vs Kasaphal)

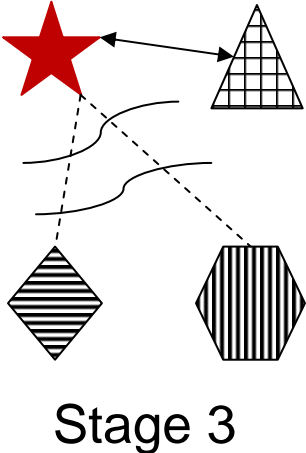


List of Industrial Projects of Private Business along with their Status

Project Brief	Sponsor Name	Place	Status
Car Plant	Hyundai Motors	Irungattukottai (Tamil Nadu)	Successful
Port & Special Economic Zone	Adani Group	Mundra (Gujarat)	Successful
Power Plant	Navin Jindal Group	Raigarh (Chhattisgarh)	Successful
Special Economic Zone	Mahindra Group	Bagru (Rajasthan)	Successful
Special Economic Zone	Mahindra Group	Maraimalainagar (Tamil Nadu)	Successful
Power Plant	Sajjan Jindal Group	Barmer (Rajasthan)	Tending towards Success
Power Plant	Moser Baer	Chandil (Jharkhand)	Tending towards Success
Steel Plant	Sajjan Jindal Group	Salboni (West Bengal)	Tending towards Success



JSW Bengal Steel Project: Successful land acquisition model



Legend

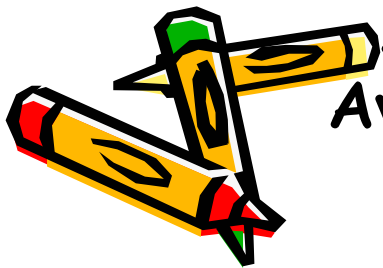
-  West Bengal State
-  Jindal Group
-  Local People
-  Agents / Middlemen / Outsiders
-  Media



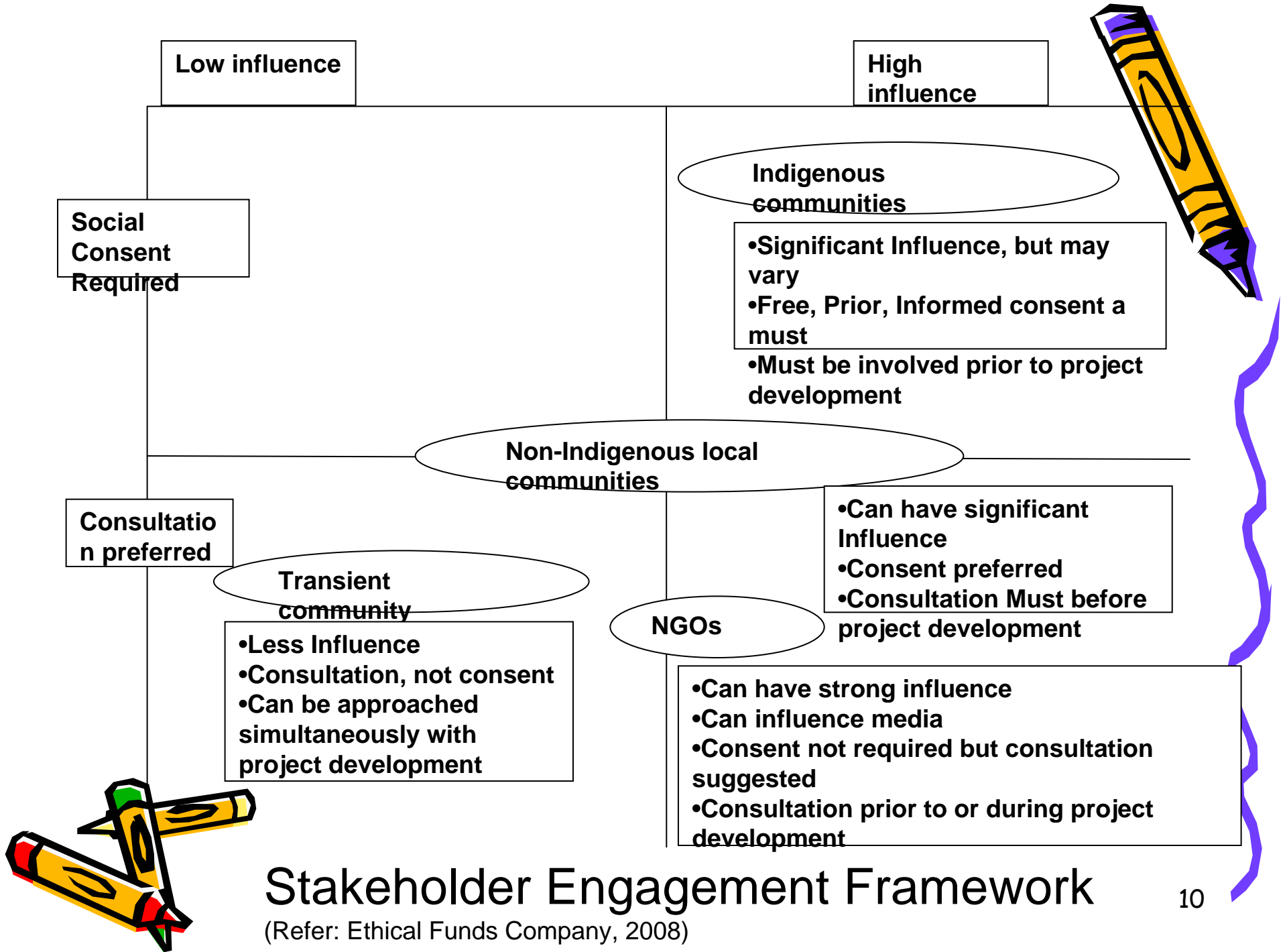
Key Characteristics of Successful Land Acquisitions



- ◆ Avoid Productive Land (Salboni)
- ◆ Open Direct communication channels with Locals (Maraimalainagar)
- ◆ Equitable benefit sharing (Salboni & Barmer)
- ◆ No (formal) Political alignment (Raigarh)
- ◆ Coordinated Corporate Communications (Irungattukotai)



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Stakeholder Engagement Framework

(Refer: Ethical Funds Company, 2008)