



Capacity building for managing stakeholder expectations Ed Ely



Purpose - to discuss:

- Some of difficulties and lessons learned in managing stakeholder expectations
- Some examples from the field



Responding to changing values

- Health & safety is now a priority & established in the life of URS and client organisations
- Environmental compliance and reporting in place in most client organisations
- Social responsibility a growing corporate and operational need with varying responses
- Corporate governance and ethics being recognised as an emerging need by some
- Various approaches to integrating these



Some key questions

- What does community engagement mean for us?
- Why should stakeholders be engaged?
- Who are the stakeholders?
- How should they be analysed?
- How should they be engaged?
- When should engagement take place?
- What are stakeholder needs and expectations?
- Is stakeholder engagement a good investment?

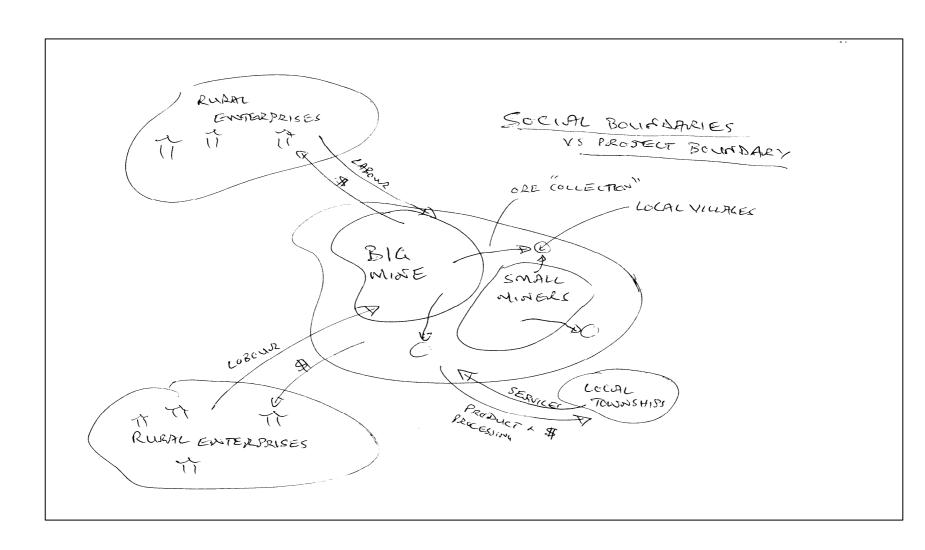


Some difficulties and lessons learned

- Project versus social boundaries
- Representativeness of NGOs and Government administration
- Raising anxiety and expectations prematurely
- Project versus regional development focus
- Overlapping interests
- Understanding stakeholder behaviour
- Ethnic minorities and expectations



Project vs social boundary





Representativeness

- When in doubt go to the source
- Use triangulation approach to find the "truth"
- Manage community gate keepers
- Understand power and influence relationships
- Regular and consistent information and feedback – resource implications
- Focus on building long term relationships



Raising anxiety and expectations prematurely

- Regular and consistent information and feedback – resource implications
- Focus on building long term relationships resource implications
- Be clear on any commitments made or legacy from former operator commitments -Central Kalimantan

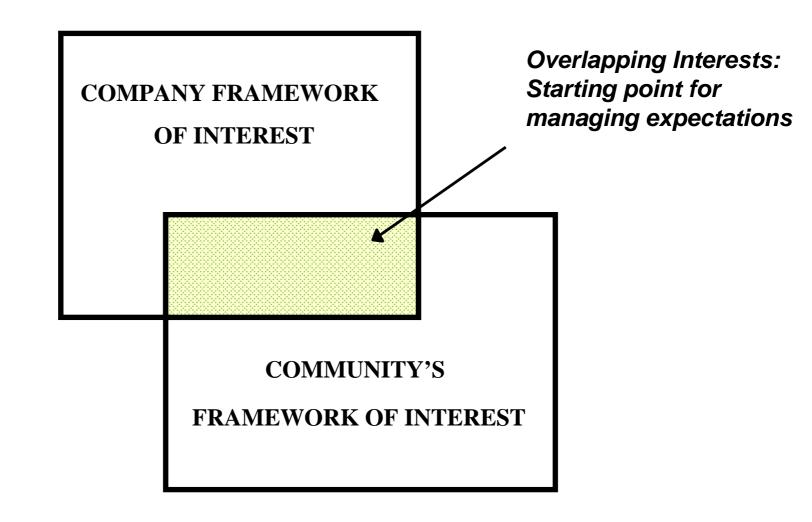


Project vs regional development focus

- A regional development focus helps to manage expectations and sustainable development
- Helps to focus social investments
- Stimulates partnership relationships
- BP Tangguh LNG NGO institutional analysis and regional business gap analysis and empowerment and AID partnerships.



Identifying overlapping interests





Participatory community planning





Understanding stakeholder behaviour

- Identifying stakeholder needs and expectations community frameworks of interest
- Understanding motives
 - Ideology, I believe in this...
 - greed, I want more for me....
 - Ego, I want to feel good about me.. and score points off the company/government...
 - Revenge, I want to get even ... I want the company/government to hurt..



Who expected this?



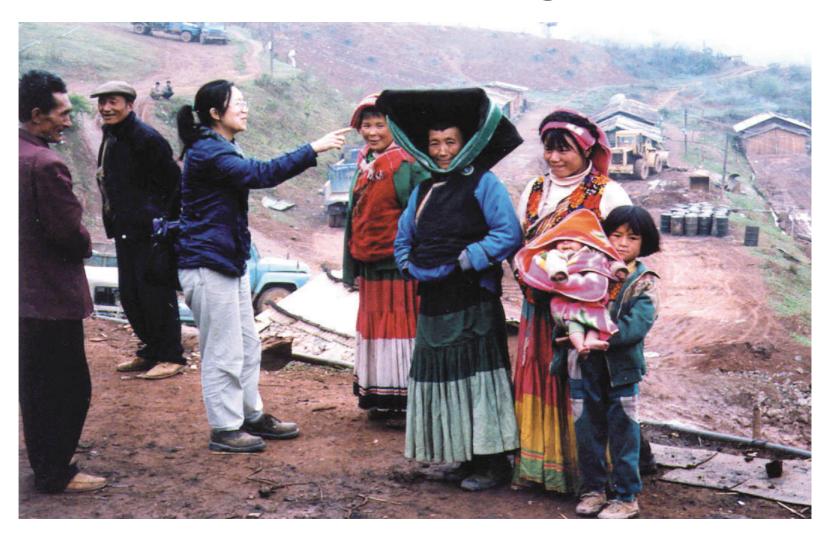


Ethnic minorities and mining

- Managing multiple expectations
 - Minority communities
 - External NGOs
 - International declarations
 - Company business principles



Where do we go?





Capacity building

- Training
- Organisation development
- Corporate guidelines and strategies
- Informalism and gatekeepers are major influences to be managed
- Policies and procedures
- Management/leadership assistance & development
- Civil society development & partnerships



Training



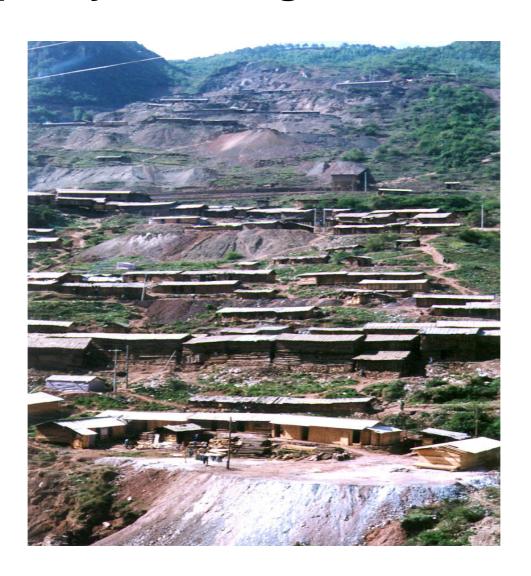


Small-scale mining livelihoods and capacity building





Capacity to manage small scale mining





SOCIAL ASSESSMENT Demographic and institutional analysis SOCIAL AUDIT AND REPORTING Indicator development and verification

SOCIAL INVESTMENT STRATEGY

Resource identification and participatory development planning

STAKEHOLDER ENGAGEMENT

Stakeholder assessment and communication strategy

SOCIALLY RESPONSIBLE PROJECT DESIGN AND OPERATIONS

PROJECT CONTINUITY
AND SECURITY

SOCIAL LICENCE TO OPERATE

REPUTATION AND MARKET ACCESS

COMMUNITY BENEFIT

CAPACITY DEVELOPMENT

Training and workshop facilitation

COMMUNITY CONSULTATION

Participatory Rural Appraisal (PRA) and focus group facilitation

SOCIAL IMPACT MANAGEMENT

Baseline assessment and impact management strategy

SOCIAL RISK MANAGEMENT

Resettlement, compensation, reputation and strategy development