

# URS

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**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

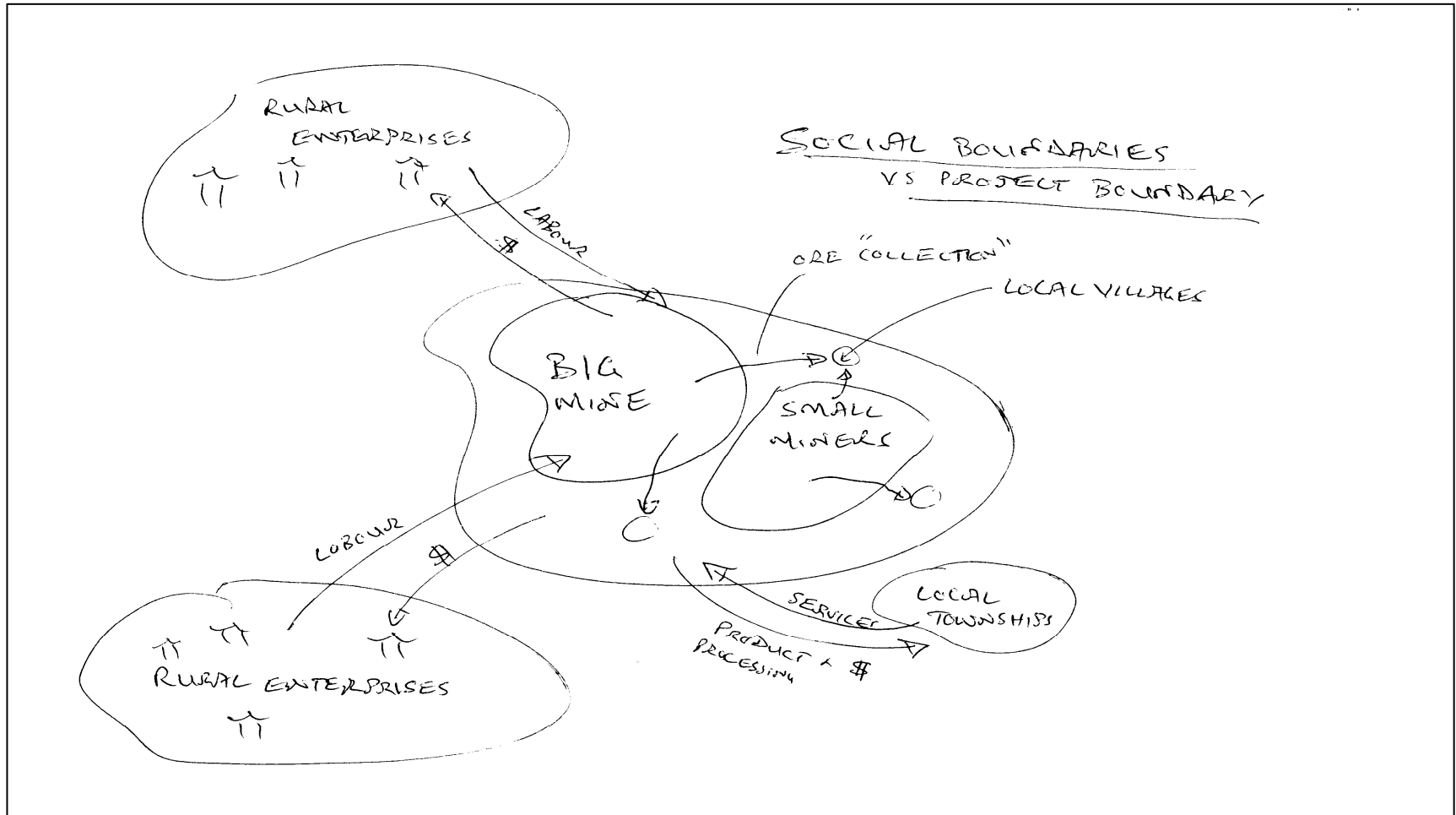
## Some key questions

- 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



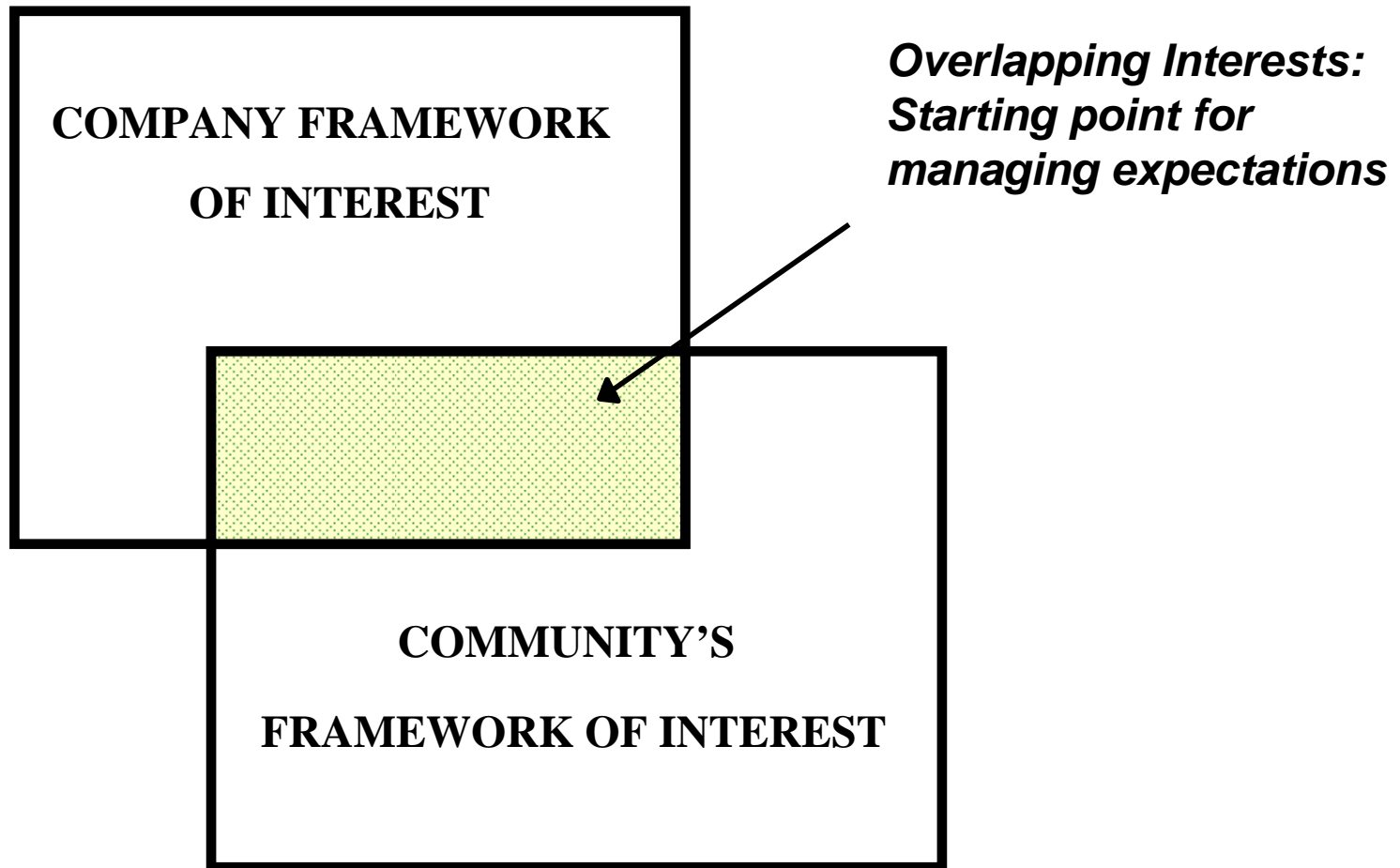
## **Raising anxiety and expectations prematurely**

- 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



