

MODULE 3

THE COMMUNITY ENGAGEMENT PROCESS



CONTENTS

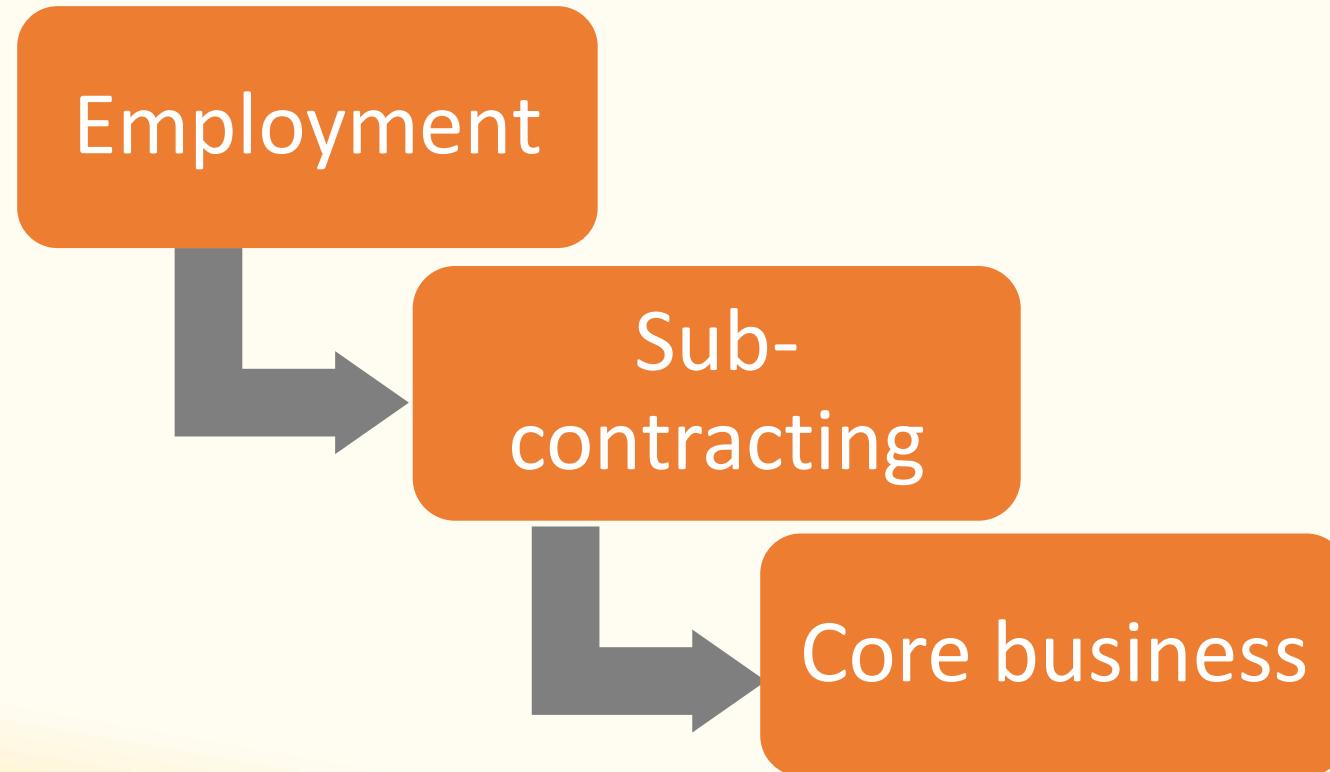
- Community Dynamics
- Community Risk
- Community Engagement
- Community Engagement Process
- Strategic Community Negotiations
- Attribute of the Community Practitioner
- Building an Effective Organisational Risk Culture

COMMUNITY DYNAMICS

- Representivity – community vs groups
- Fragmentation of groups
 - ✓ intra-group rivalry
 - ✓ inter-group rivalry
 - ✓ competition for resources
- Exploitation and manipulation of unemployed youth
- Legitimacy of leadership

EVOLUTION OF DEMANDS...

Income imperative....



WHAT IS RISK?

- **Risk**
 - effect of uncertainty on company objectives
 - Variation of actual outcome from expected outcome
- **Risk management** – coordinated activities to direct and control an organisation with regard to risk
- **Strategic risk**
- **Operational risk**
- **Project risk**

ELEMENTS OF RISK

- **Risk event** – what could happen
- **Impacts** – what impacts could it have
- **Causes** – how could it happen
- **Controls** – detect, prevent or reduce consequences
- **Level of risk** – severity and likelihood
- **Owners** – ownership of risks and controls

COMMUNITY RISK

- Set of risks posed by the community to a project
 - ✓ project objectives
 - ✓ safety of personnel
 - ✓ compromise of asset protection
 - ✓ cost implications
 - ✓ business viability
 - ✓ future business
 - ✓ brand and reputational damage

COMMUNITY RISK ASSESSMENT (1)

1. Risk Identification

- Situational analysis – foundation information
- What might affect the achievement of project objectives

2. Risk Analysis

- Causes of and risk controls
- Impacts and likelihood
- Levels of impacts

COMMUNITY RISK ASSESSMENT (2)

3. Risk Evaluation

- Understand risk to make decisions about future actions
- Preventative controls to treat relevant causes
- Mitigating controls to treat relevant impacts
- Rank and prioritise risks

COMMUNITY ENGAGEMENT (1)

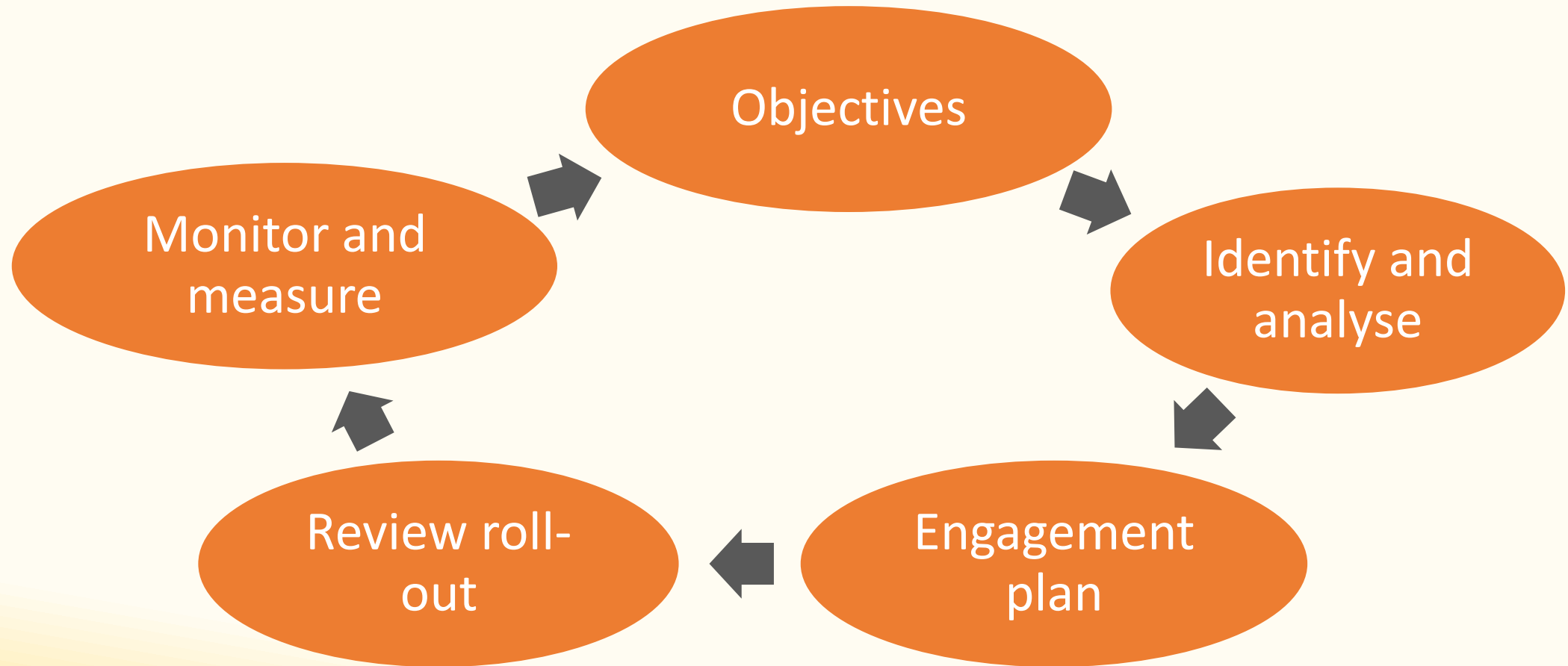
- **Community engagement** – the process by which an organisation involves the community/public who may be affected by its decisions and actions
- **Cost of engagement** – long process of managing often misaligned or conflicting objectives and expectations
- **Benefit of engagement** – secure support and buy-in for mutually beneficial outcomes

COMMUNITY ENGAGEMENT (2)

Principles of Community Engagement

1. Search and identify those who will be affected
2. Involve the community in actions that affect them
3. Influence of decisions and actions – two-way process
4. Seek community views on their participation
5. Engage in good faith – transparency and facts
6. Communicate and keep promises

COMMUNITY ENGAGEMENT PROCESS (1)



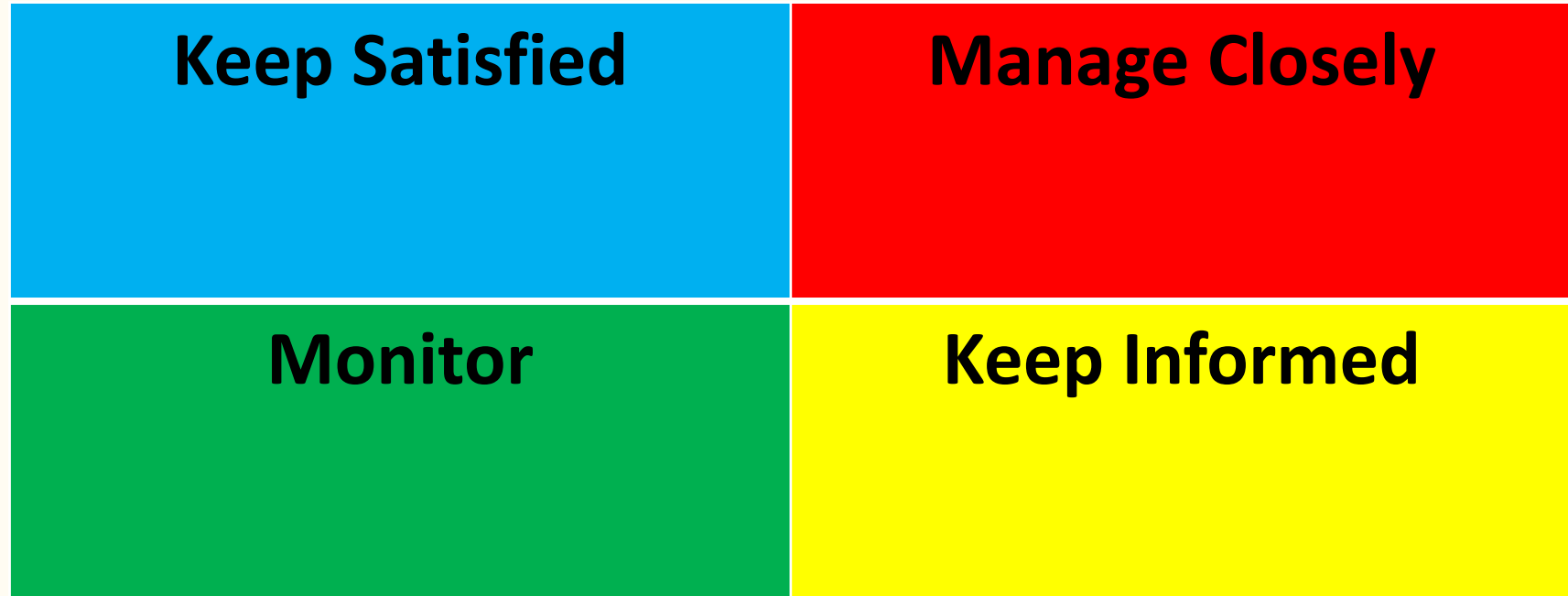
COMMUNITY ENGAGEMENT PROCESS (2)

- Set objectives
 - ✓ objectives of the organisation
- Identification and analysis of stakeholders
 - ✓ who are the stakeholders?
 - ✓ interests of stakeholders
 - ✓ risks if no engagement

COMMUNITY ENGAGEMENT PROCESS (3)

Stakeholder map

Power



Influence

COMMUNITY ENGAGEMENT PROCESS (4)

- Engagement plan
 - ✓ stakeholder
 - ✓ objective
 - ✓ key messages
 - ✓ method of engagement
 - ✓ stakeholder and company interests
 - ✓ desired outcome
 - ✓ timeline
 - ✓ responsible

COMMUNITY ENGAGEMENT PROCESS (5)

- Review roll-out
 - ✓ assess how plan is being implemented
- Monitor and measure
 - ✓ monitor engagement process
 - ✓ develop appropriate measures

STRATEGIC COMMUNITY NEGOTIATIONS

- Identify the leaders, it's difficult to negotiate with a crowd
- Select a safe and conducive environment with a clear agenda
- Determine the "negotiations capacity" of the leaders
- Avoid the trap of confusing the interests of leaders with the interests of the community
- Balance between short-term cost vs long-term gain
- Focus on the real issues

ATTRIBUTES OF THE COMMUNITY PRACTITIONER

- Understand the local community dynamics
- Ability to communicate clearly
- Advanced listening skills
- High level of patience
- Capacity to manage disorder and willingness to debrief
- Manage conflicting roles – company vs community
- Deliver on your promises!!

BUILDING AN EFFECTIVE ORGANISATIONAL RISK CULTURE

- Organisational risk culture – informs attitude and approach towards community risk
- Risk culture
 - ✓ company values
 - ✓ leadership involvement
 - ✓ views about the community as a stakeholder
- Community risk is business risk
- Collaboration yields sustainable results!!

DISCUSSION

The PM, Jacques, receives a call from the local police Station Commander that a group of protesters have stopped the project and demand to speak to him. Jacques shouts at the Station Commander, “Do your job, why don’t you arrest those hooligans!!”

What should Jacques do?



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