



# MODULE 1

## UNDERSTANDING THE PROJECT CONTEXT



### COURSE OBJECTIVES

- › How to conduct a situational analysis
- › Appreciate the complexity of community engagement

- › Understand the role of social stability in delivering successful projects – collaboration
- › Create awareness on the importance of personnel safety



## Situational Analysis (PESTELS)

- P**olitical
- E**conomic
- S**ocial
- T**echnological
- E**nvironmental
- L**egal
- S**tructural



## Risk Report 2020 (IRMSA) – Top Country Risks

- ! Sparseness of unified and ethical leadership
- ! Continuing private and public governance failures
- ! Failure to root out deeply entrenched corruption
- ! Ill-conceived land reform policy
- ! Extreme weather events and climate change
- ! Insufficient electricity / energy
- ! Disruptive technologies
- ! Failure / delay to implement economic reform



## Setting the Scene

- › National Development Plan
  - poverty
  - inequality
  - unemployment
  - challenges eliminated or reduced by 2030
- › Dysfunctional local municipalities – role substitution





...from a “revolution of rising expectations” to a “revolution of rising sensitivities” Charles Sykes

## TRIPARTITE DISEQUILIBRIUM



- > Role confusion/denial
- > Unrealistic expectations
- > Power dynamics
- > Lack of trust



## Project Context

- > All projects take place within a specific situation
  - o internal environment
  - o external environment
- > Understand the internal environment
  - o project deadline vs social engagement
  - o profit vs sustainability
  - o business risk vs social risk
- > Understand the external environment
  - o identify the barriers for effective project execution and completion – eg politics, social demands
  - o identify the project enablers – eg local collaboration
  - o determine the impact of the project on the community
  - o impact on the company's brand and reputation
  - o future business for the company in the same area
- > **PESTELS** analysis – useful tool for situational analysis







## DISCUSSION

Why is it important to understand the project context prior to project implementation?



## MODULE 2

THE LEGITIMACY OF THE LOCAL  
COMMUNITY AS A STAKEHOLDER



# CONTENTS

- 1 Socio-Political Environment
- 2 Social Contract
- 3 The Community as a Stakeholder





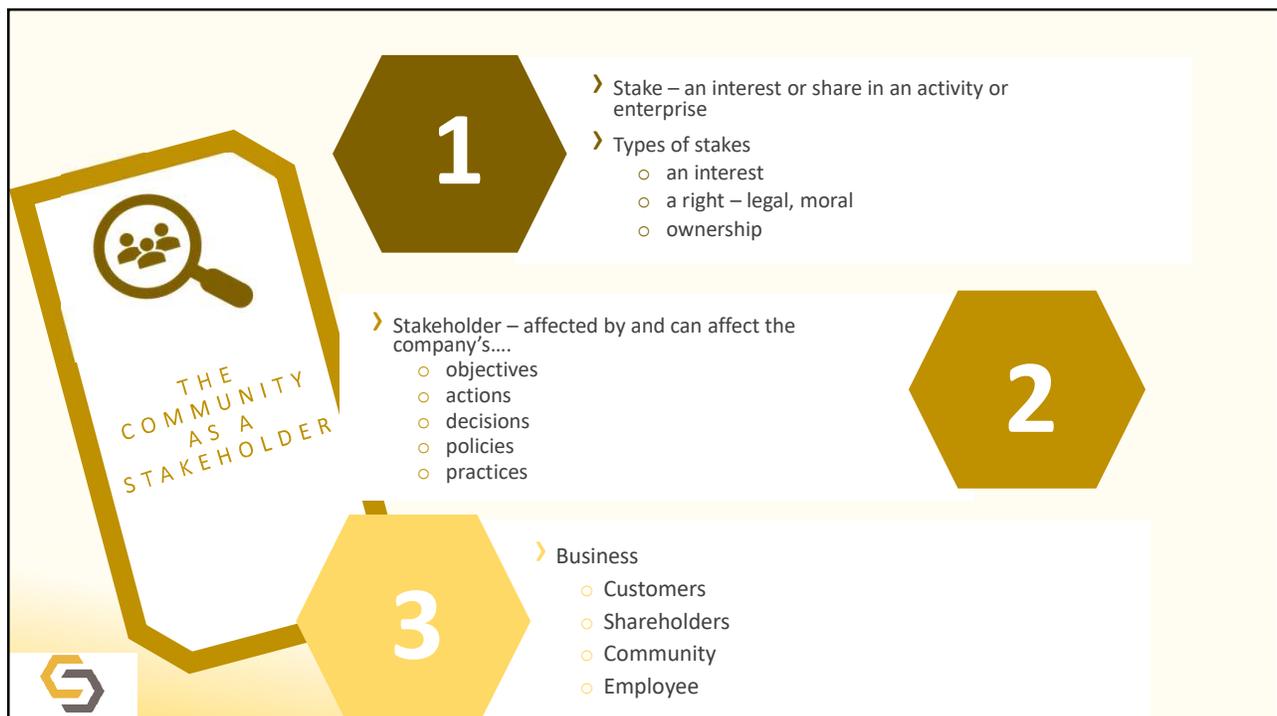






### Constantly Changing Socio – Political Environment

“Democratic dividend” – expectations not realised	Social values – quest for dignity and better life	Demographics – expectations of “millennials”	Radical economic transformation (RET)	Decolonisation and “free” education	Land expropriation without compensation
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**THE COMMUNITY AS A STAKEHOLDER**

**4**

- › **Primary Stakeholders**  
Shareholders, Managers and employees, Customers, Local communities, Suppliers, Government
- › **Secondary Stakeholders**  
Industry associations, Media, Political commentators, Competitors, Social pressure groups, Academic institutions

**5**

- › **Legitimacy** - validity of claim
- › **Power** - ability to produce an effect
- › **Urgency** - call for immediate response

**6**

- › Community buy-in and actions can impact project
- Cost and implementation timelines
- Safety, compliance to regulations and standards
- Objectives
- Seek opportunities for collaboration

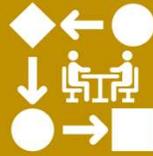
**SHILIGYSTIX**

**DISCUSSION**

What is the role of the Community Liaison Officer (CLO) in dealing with conflict between the contractor and business forums?

**Meeting**  
CLO??  
YES NO

**SHILIGYSTIX**



# MODULE 3

## COMMUNITY ENGAGEMENT PROCESS



**CONTENTS**

1	Community Dynamics
2	Community Engagement
3	Community Engagement Process
4	Strategic Community Negotiations
5	Attributes of the Community Practitioner
6	Building an Effective Organisational Risk Culture

COMMUNITY DYNAMICS
EVOLUTION OF DEMANDS

- > 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

Income imperative...

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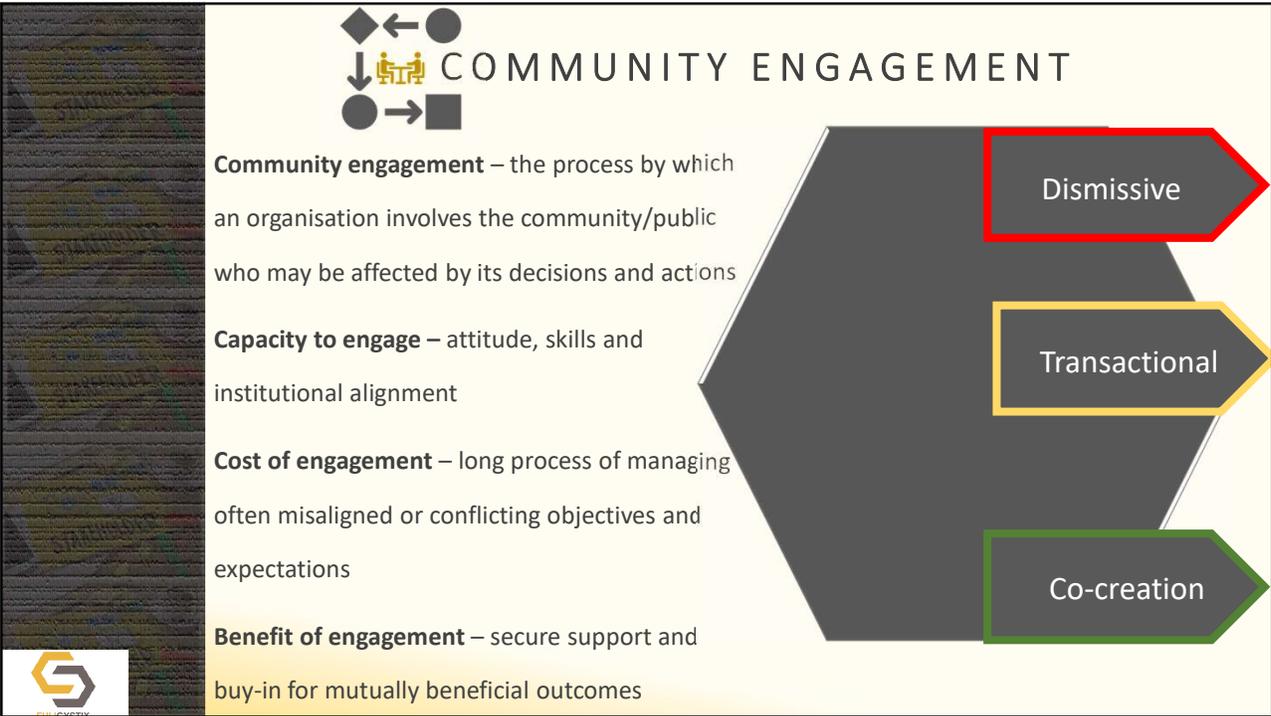
graph TD
    A[Employment] --> B[Sub-contracting]
    B --> C[Core business]
            
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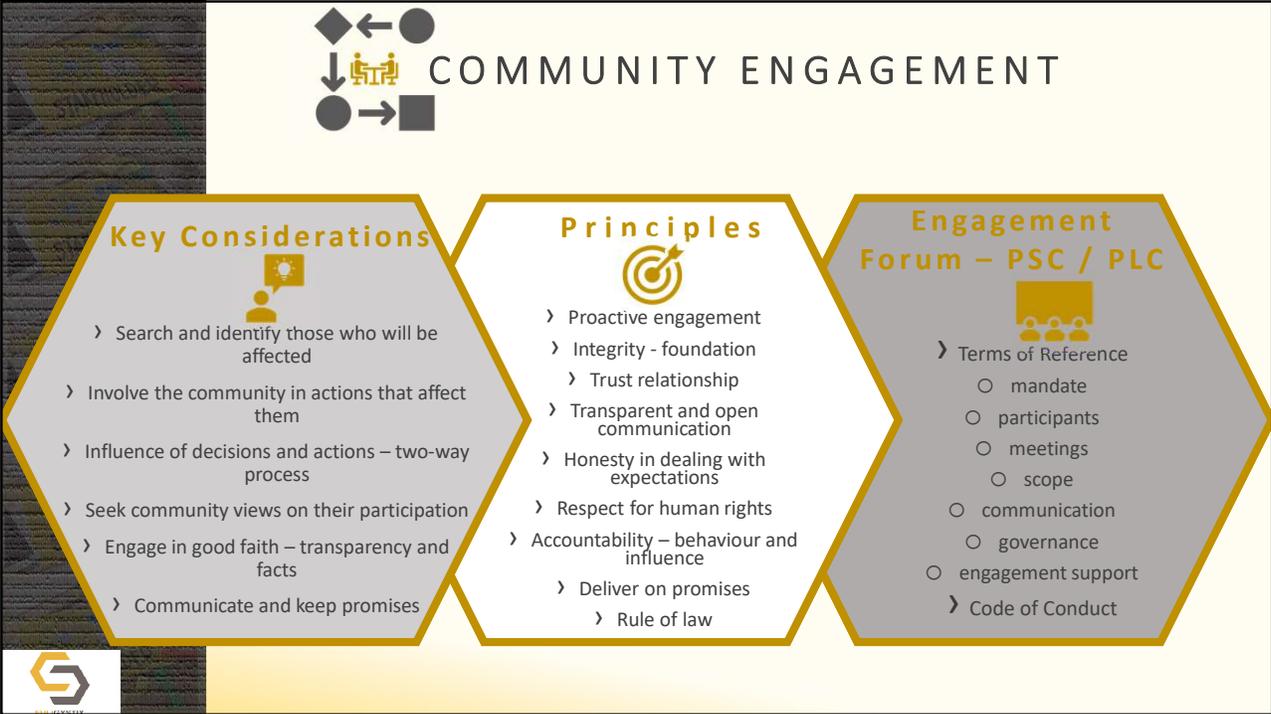
## WHAT IS RISK?

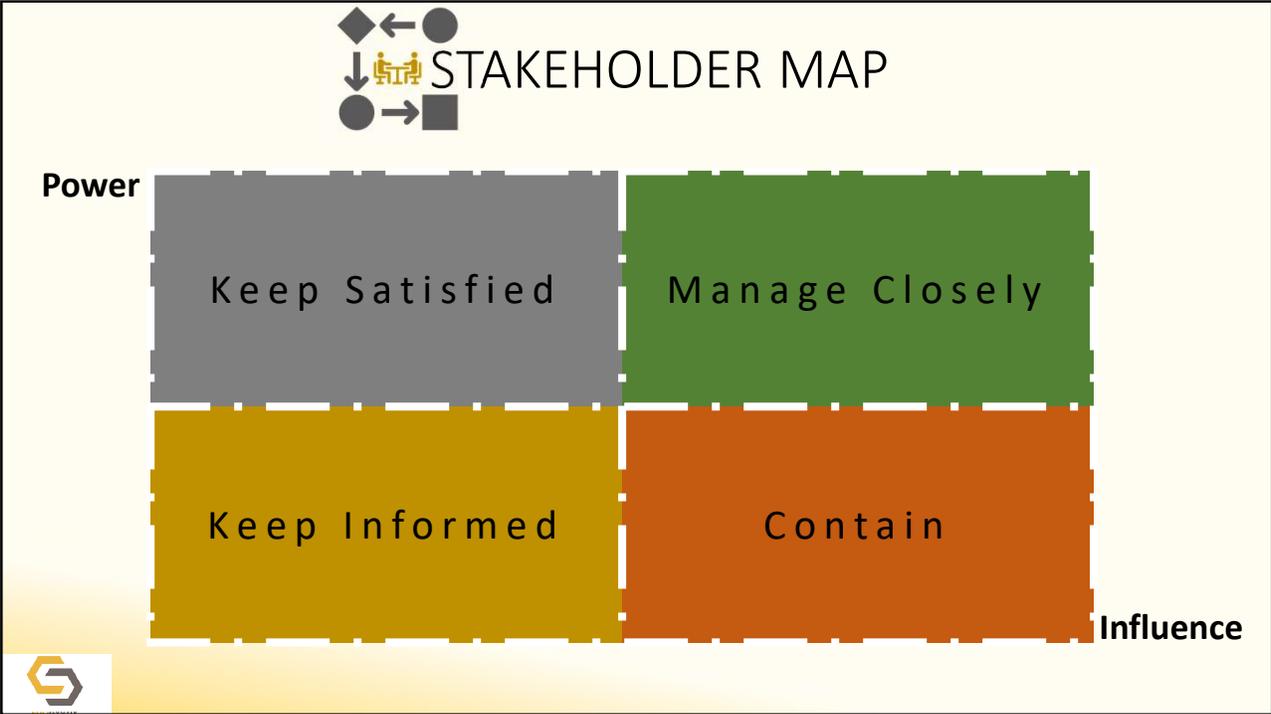
- > **Risk**
  - effect of uncertainty on company objectives
  - Variation of actual outcome from expected outcome
- > **Risk management** – coordinated activities to direct and control an organisation with regard to risk
- > **Strategic risk**
- > **Operational risk**
- > **Project risk**

## 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







# STRATEGIC COMMUNITY NEGOTIATIONS

- › Identify the leaders, it's difficult to negotiate with a crowd
- › Select a safe and conducive environment – assess all threats
- › 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
- › Clear agenda and 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!!



**COMMUNITY LIAISON OFFICER**

- › Engagement forum – consultation and endorsement
- › Compile clear job description and KPIs
- › Manage recruitment process
- › Avoid “political creep”
- › Commit to Code of Ethics
- › “Bridge” between project and stakeholders
- › Personal safety during protests

**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

Should a business forum be paid off to secure a peaceful operating environment?

