





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)

Political

Economic

Social

Technological

Environmental

Legal

Structural

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



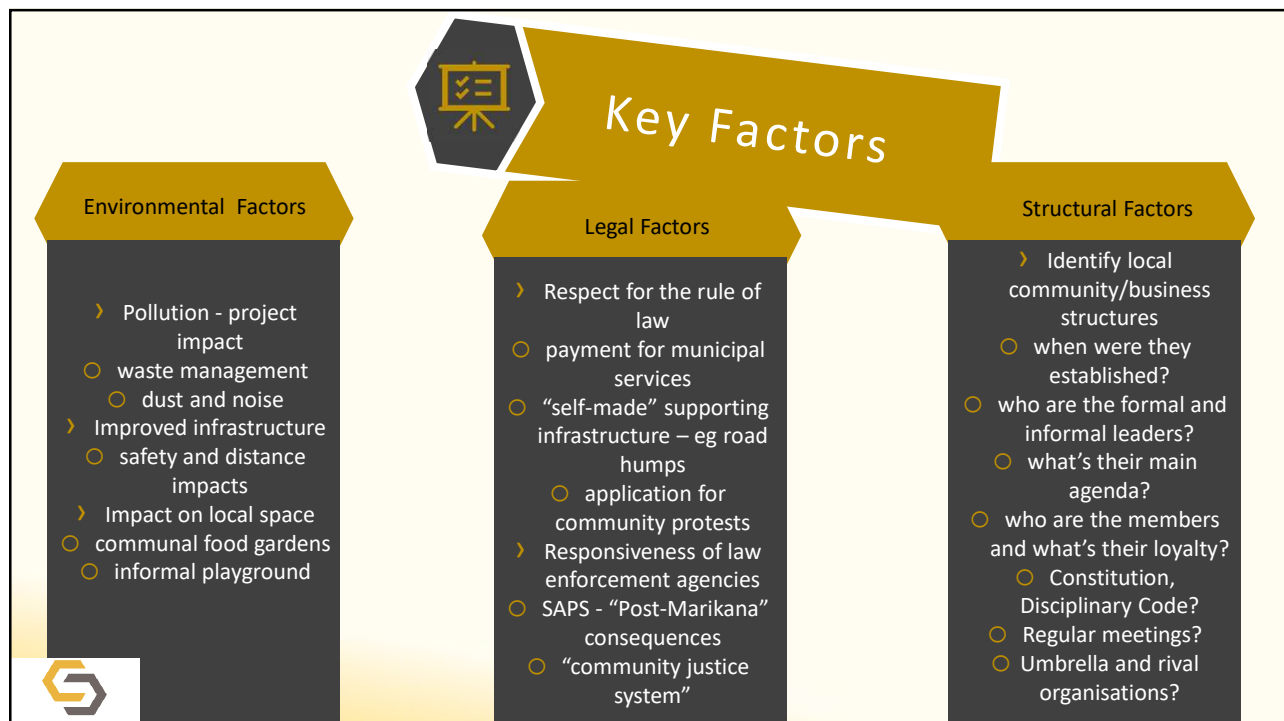
- > Role confusion/denial
- > Unrealistic expectations
- > power dynamics
- > Lack of trust



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



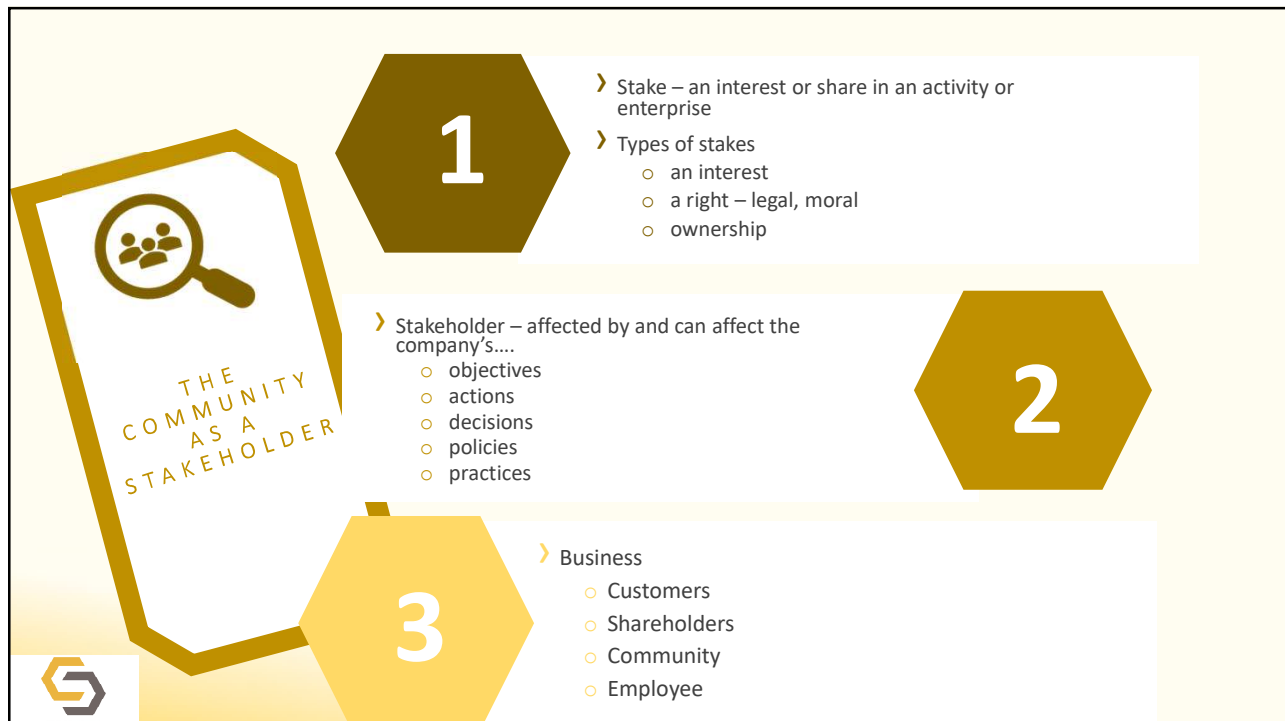


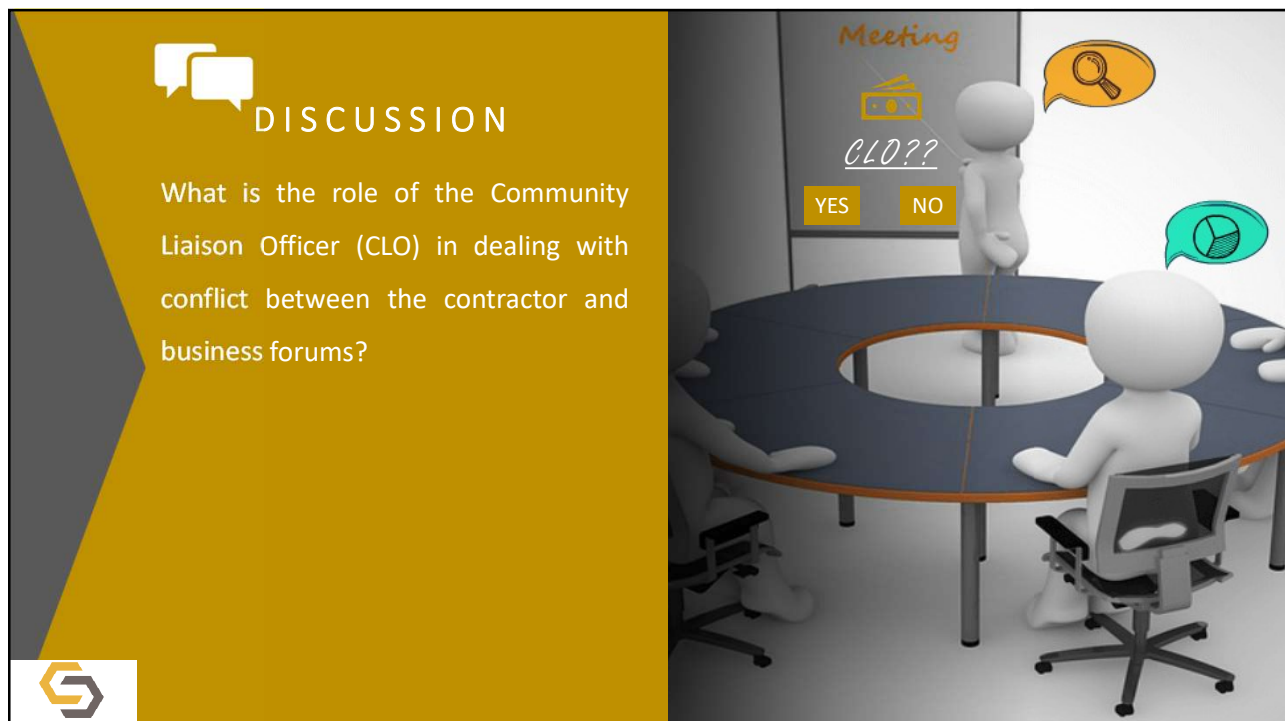


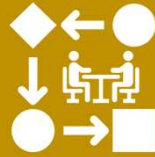


Constantly Changing Socio – Political Environment

"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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MODULE 3

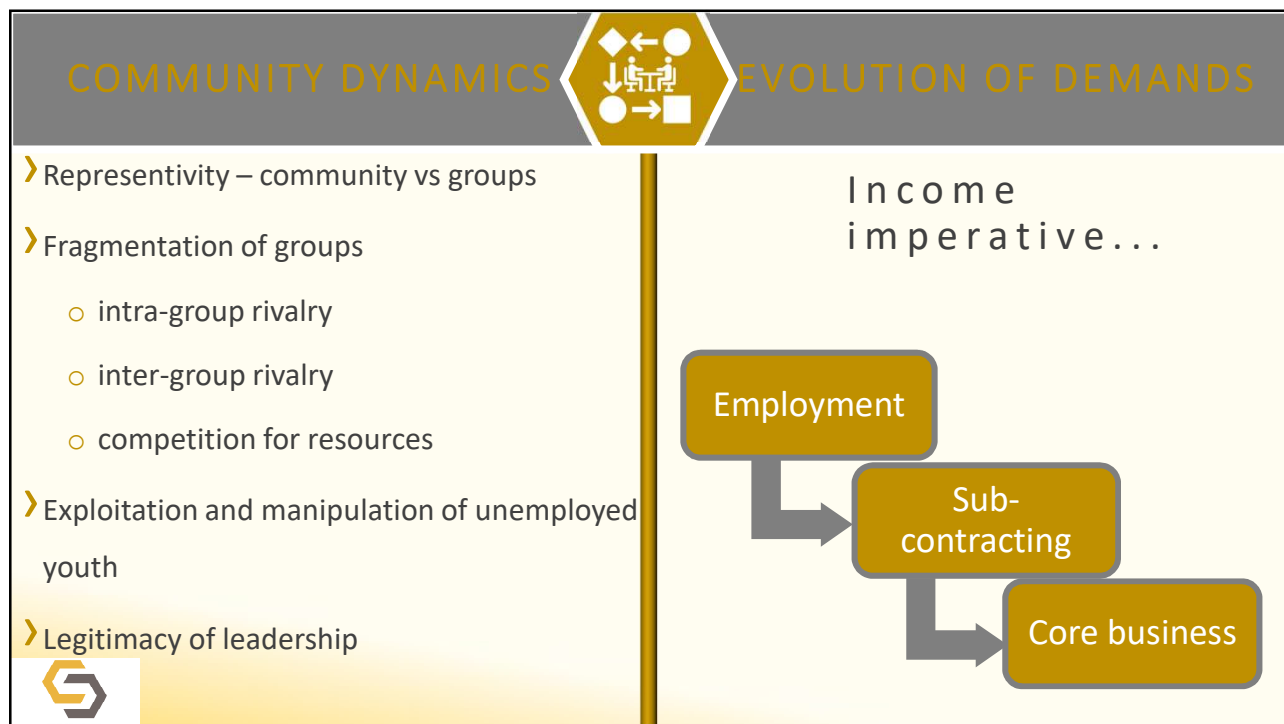
COMMUNITY ENGAGEMENT PROCESS



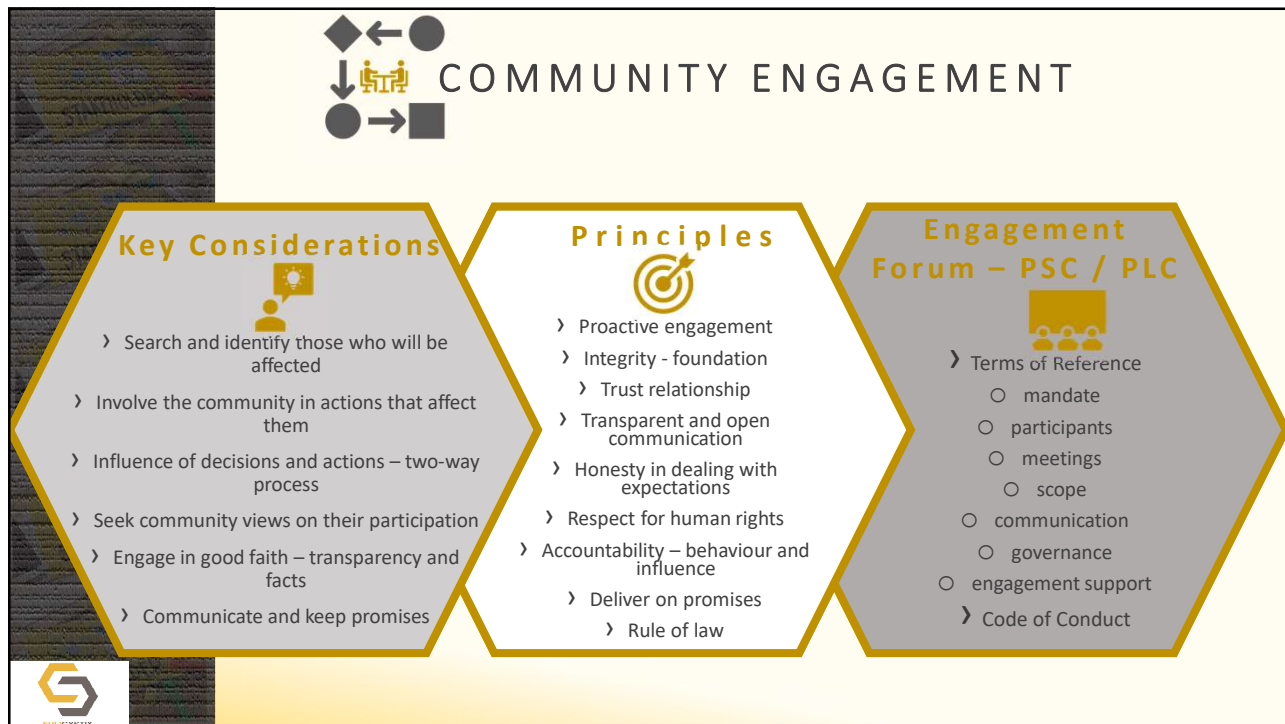
CONTENTS

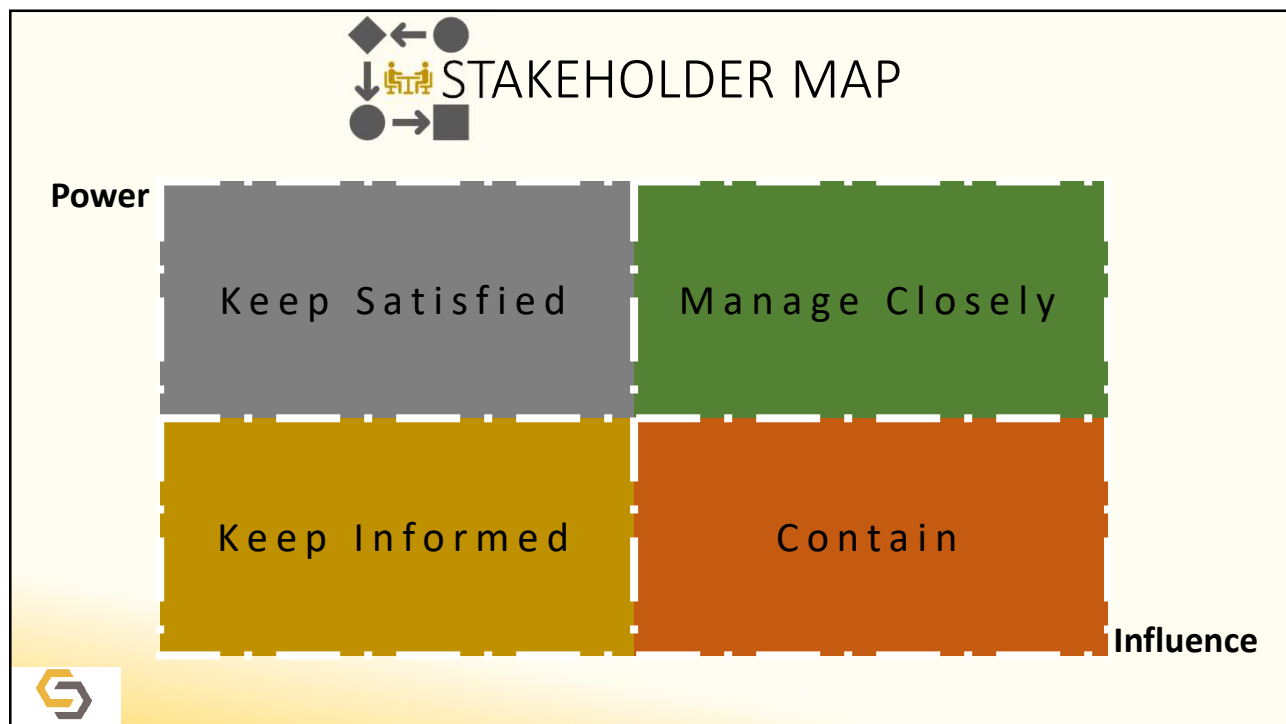
- 1 Community Dynamics
- 2 Community Engagement
- 3 Community Engagement Process
- 4 Strategic Community Negotiations
- 5 Attributes of the Community Practitioner
- 6 Building an Effective Organisational Risk Culture











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?



FULIGYSTIX