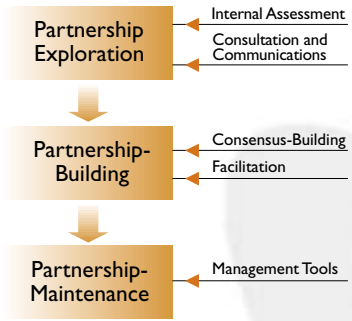


# MODULE I

## Senior Manager's Overview



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# MODULE I

## Senior Manager's Overview

### Purpose

**R**egardless of the type of organisation – company, government authority or civil society organisation - securing 'buy-in' from senior management is critical to the success or otherwise of working in partnership. For most organisations a tri-sector partnership model of social management or community development is a new way of working. Fear of the unknown and concerns about reputation are legitimate, as is the need to know the level of resourcing to be expected and the anticipated benefits.

This Module contains six short presentations designed to answer these questions and to lay the conceptual basis for a partnership model of social management. The presentations can be accessed in Powerpoint from the CD Rom at the back of this document. It is strongly recommended that these overheads be customised to the needs of the specific audience. Overheads from the different presentations may also be combined to design the best overall product.

A summary of the presentations follows:

### Presentation 1

#### Overview of Business Partners for Development and the Natural Resources Cluster

This presentation is aimed at those audiences wishing to understand the origins of these training materials and the tri-sector partnership model in the extractive industries. The Business Partners for Development (BPD) programme in general and the work of the Natural Resources Cluster is outlined.

### Presentation 2

#### Tri-sector Partnerships – The Corporate Perspective

Taken from the corporate perspective, this presentation outlines some of the key arguments for why oil, gas and mining corporations might engage in the management of social issues through a tri-sector partnership arrangement. Comparisons are made to the alternatives to partnership, its integration with conventional project management tools, and how it works in practice. Some of this material may be relevant to government and civil society audiences.

### **Presentation 3**

#### **Tri-Sector Partnerships**

#### **– The Civil-society Perspective**

This presentation is adapted from one first delivered to thirty Programme Managers drawn from the field operations of CARE International. It tries to answer some of the questions often raised by civil society organisations, including: why do corporations seek our help?; how can we overcome our fears of engagement (in particular the fear of a damaged reputation)?, and what is the appropriate role for NGOs and CBOs in a partnering process?

### **Presentation 4**

#### **Tri-sector Partnerships**

#### **– The Government Perspective**

The Business Partners for Development programme promotes a tri-sector model of partnership. The programme believes evidence is mounting that in the right circumstances this is an efficient and effective way for oil, gas and mining operations to manage social issues and contribute to sustainable development. This presentation is aimed predominantly at local government authorities, both senior civil servants and the directors and senior managers of public service departments – health, education, family welfare, infrastructure, agricultural development, etc.

The material will need to be customised for other types of government, (e.g. regulators and intergovernmental development agencies). Covered in the

presentation are some of the weaknesses of the current ways in which corporations from the extractive industries manage social issues; the unique contributions that local government can make to a partnership arrangement; and the benefits for government agencies from a partnership approach.

### **Presentation 5**

#### **Case-Study – Sarshatali Coal-Mining Project, India**


Between Dec 1999 and September 2000 a tri-sector partnership arrangement was brokered and began functioning between ICML (a private coal mining operation) in West Bengal, India, two local NGOs, community leaders and various departments of the municipal authority. The partnership addressed social issues including a Livelihoods (baseline) Assessment, income restoration, resettlement and road construction. This presentation summarises the process of partnership formulation, the different roles of the partners and the added value the partnership brought to business interests, communities and local governance.

### **Presentation 6**


#### **Summary of the Training Modules**

In this presentation the learning objectives of each of the seven training Modules are summarised and the concept of a 'route map' to guide the overall partnering process is introduced.

**Presentation I**  
**Overview of**  
**Business Partners for**  
**Development and the**  
**Natural Resources**  
**Cluster**



Natural Resources Cluster  
**Business Partners for Development**



Tri-sector  
Partnerships for  
Managing Social Issues  
in the Oil, Gas and  
Mining Sectors



**Business Partners for Development  
BPD**

*A global network designed to study, support and promote strategic examples of partnerships involving business, government and civil society working together for the development of communities around the world*



## Organisation

- 4 international networks ('clusters')
  - **natural resources**
  - water and sanitation
  - youth education and development
  - road safety
- 1 cross-cluster dissemination network



## Natural Resources Cluster

- Funding bodies:
  - Department for International Development
  - World Bank Group
  - Private Corporations
- 9 private corporations (oil and mining)
- 7 oil and mining 'focus' projects
- Secretariat - hosted by CARE UK Int.





## Members

- Anglo American
- BP Amoco
- CARE International
- UK Department for International Development
- Integrated Coal Mining Private Limited
- International Council for Mining and the Environment (ICME)
- Norsk Hydro
- Phelps Dodge
- Placer Dome
- Rio Tinto
- Shell International
- World Bank Group
- WMC Resources



## Focus projects

- SPDC, Niger Delta - EIA improvement
- BPXC, Casanare - regional development
- Utkal, Orissa - local disputes
- ICMPL, West Bengal - impact mitigation
- KEM, Indonesia - mine closure
- MINCA, Venezuela - health, water-supply and small-scale mining
- KCM, Zambia - small-scale businesses







- # Activities
- **partnership management**
    - assessment of risks, costs and benefits
    - partner 'matching'
    - third-party facilitation
    - partnership maintenance
  - **knowledge-sharing workshops**
    - good practice
    - proving the 'business-case'
  - **dissemination of lessons**
    - synthesis research papers
    - case-studies
    - training modules and methodology
-

**Presentation 2**  
**Tri-sector Partnerships**  
**- The Corporate**  
**Perspective**

Tri-sector Partnerships for Managing Social Issues  
in the Oil, Gas and Mining Sectors

*Corporate Perspective*



Natural Resources Center  
Business Partners for Development



## The Modules

- Module 1 (1-hour) - Senior Managers Overview
- Module 2 (1-day) - Route Map
- Module 3 (1-day) - Internal Assessment
- Module 4 (1-days) - Consultation and Communications
- Module 5 (2-days) - Consensus-Building
- Module 6 (2-days) - Facilitation
- Module 7 (1-day) - Management Tools



## Globalisation - A New Reality

- Corporations face a new reality throughout the (developing) world.
- Social issues are increasingly affecting the future of their core business.
- Those corporations that successfully manage these issues build a competitive advantage, those that do not threaten to marginalize themselves.



## Leadership Companies

- **Environmental issues** in business have been predominantly resolved through 'in-house' engineered solutions:
  - pollution control
  - resource efficiency
- **Social issues** are more chaotic, unpredictable and risky. Solutions to meeting compliance requirements, managing social risks, and exploiting opportunities cannot be 'engineered' by one party alone.



## Requirements, Risks and Opportunities

- **Compliance requirements**
  - compliance with impact mitigation conditionality in concession or financial agreements
  - company policies and performance targets
- **Social risk**
  - introduction of disparities in compensation and income
  - absence of visible benefit in region of operations
  - gaining and maintaining 'social license to operate'
  - local and global reputation assurance
- **Opportunities**
  - alignment of social strategies, and 'pooling' of resources and expertise, across business, government, civil society



## Choices for Managing Social Issues

1. assume **all responsibilities**:
  - high cost, low risk, opportunities foregone
2. assume **minimum responsibilities**:
  - low cost, high risk, opportunities foregone
3. **share responsibilities** between government, business and civil society:
  - manageable costs, low risk, opportunities exploited





*'We believe the new model of development will require that corporations enter into partnerships with stakeholders to achieve sustainability objectives. Host governments and communities are obvious partners. Others will be foreign aid agencies...and non-governmental organisations'.*

John M. Willson, CEO, Placer Dome Inc, 1999



*"No one body has the knowledge, skills or resources by itself to solve the complex and interwoven problems of sustainable development. Wherever possible the Shell Foundation will partner with other groups in supporting projects, and will prioritise initiatives where partnership is a key feature of the delivery mechanism".*

Shell Foundation, 2000.





*This is new territory. This is a new way of thinking. It is saying that as a business person you cannot do it alone. If you are venturing outside the country, if you are venturing into new territory, you had better be open to the local society; you had better have partnerships; you had better not come in, put some money in and think you know everything; you had better understand that you have to deal in an integrated manner with the country locally and with the environment in which you are operating'*

James D. Wolfensohn, President, World Bank,  
London, November 1998



## Key Features of Partnerships

- **voluntary** collaboration
- **mutually agreed objectives** (shared and individual)
- **'pooling'** of resources and risk
- **'added value'** to what each party could achieve alone
- **reciprocal obligations**
- **inclusive, responsive and adaptable**
- a platform **for re-negotiating roles in society** to achieve a more effective allocation of resources responsibilities, costs, risks and benefits



## Why 'Tri-Sector' Partnerships?

- **All sectors offer unique:**
  - resources (labour, financial, equipment)
  - skills
  - experiences
  - methods of working
  - contacts and networks
- **Governments offer**
  - civic representation
  - integrated development
  - tax revenues
- **Corporations offer**
  - leadership and entrepreneurial spirit
  - attention to performance
  - funds and revenues
- **Civil society offers**
  - local knowledge
  - community participation and self-management

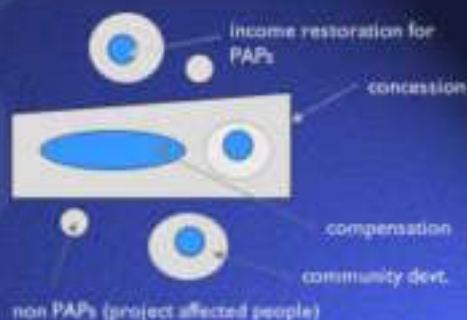


## Conventional Management of Social Issues

• driven by compliance requirements and 'social license to operate'

• contractual relationships, with Govt, NGOs or consultants

- Company obligations
- Corporate citizenship



## Types of Partnerships

- Knowledge Sharing
- Consultative
- Dialogue
- Informed consent
- Shared Workplan
- Shared Responsibility



## Functionality - what's really happening here?

- Non-traditional parties with complementary objectives and resources brought together around an **issue of common concern**
- Parties develop **mutual trust** and learn to understand each others underlying motivations
- One party works to **satisfy the needs of others**, eg working outside conventional ToRs
- High level of **interaction** and **joint-problem solving**
- Resources, skills and creativity 'pooled' to achieve more **efficient resource allocation**



## What Partnerships Are Not:

- they are not an 'end' in themselves, but a 'means to an end' - a delivery mechanism
- they are not **decision-making by committee**, but about jointly setting 'the rules of the game'



## Types of Partnerships

- Knowledge Sharing
- Consultative
- Dialogue
- Informed consent
- Shared Workplan
- Shared Responsibility





# Applications of Partnerships

## Project-Society Interface

- operational infrastructure
- jobs/procurement
- social impact mitigation
- community-wide development
- regional sustainable development
- policy dialogue
- customers/investors

## Project Development

- exploration
- feasibility
- construction
- operations
- suspension
- closure



# The Process of Partnership Development

Partnership  
Exploration

- Internal 'champion'
- Scoping social issues and alternatives
- Internal assessment of risks, costs and benefits
- Building on existing consultation
- Exploratory dialogue with partners

Partnership-  
Building

- Building trust between partners
- Effective communication
- Negotiating around underlying interests
- Building a common vision
- Agreeing structure, resourcing and roles
- Building technical capacity to implement

Partnership-  
Maintenance

- Measuring outcomes and impact
- Adapting to external and internal change
- Communication with constituents
- Institutionalising, scaling-up or exiting



**Presentation 3**  
**Tri-Sector Partnerships**  
**– The Civil-society**  
**Perspective**



## Tri-sector Partnerships for Managing Social Issues in the Oil, Gas and Mining Sectors

### Civil Society Perspective



Natural Resources Cluster  
Business Partners for Development



## Civil Society

- non-governmental organisations
  - Local
  - International
- community-based organisations
  - Formal, e.g. village committees
  - Informal, e.g. producer associations
- employees' unions
- academic institutions
- church groups
- foundations and trust-funds
- small and medium-based enterprises



## The Development Context

- Often natural resource projects take place in areas where:
  - social infrastructure is inadequate (health, water, sanitation, transport)
  - mortality and morbidity rates high
  - educational attainment low
  - local government ineffective and resource-poor
  - inward migration unmanaged
  - economic opportunities few
  - NGO and donor assistance piece-meal



## Managing Social Issues through Tri-sector Partnerships: *emerging roles*

- *Corporate business*
  - economic opportunities, resources, rapid benefits, performance assurance, advocacy
- *Civil society*
  - local knowledge, community participation, relevance to livelihoods, sustainability
- *Government*
  - credibility, strategic co-ordination, resources sustainability, capacity building



## Unique Contributions of NGOs and CBOs

- community development is the 'core business'
- local knowledge
- capacity to mobilise community participation
- attention to most vulnerable
- longer-term presence
- tools and methods to ensure livelihood relevance



## Overcoming fears of engagement with corporations

- It is increasingly clear to companies that they are unable to manage many complex social issues - income restoration; inward migration; resettlement; rising community expectations; local disputes - *they need the help of NGOs*
- As an NGO, understanding underlying *business motivations* is the key to initial engagement
  - sustainability policies of corporation
  - Compliance requirements of regulators
  - global reputation management
  - access to assets (existing and new)
  - 'bottom-line' risk management



## Overcoming fears cont..

- As an NGO you do have power:
  - NGOs have attributes companies need, e.g. 'state of the art' skills and methods for managing social issues, a positive public image
  - know where to draw the line, e.g. land acquisition, compensation, resettlement
  - partnerships don't have to last forever
  - partnership does not necessarily imply endorsement of 'all' company practices



## Roles for NGOs in the Partnering Process

- as expert informants and advisors
- as third-party *facilitator*, invited to broker a partnership arrangement
- as a *partner* with the company, other civil society and government
- as *mediator* to resolve grievances between partners
- as *trainer* of skills in partnership development and maintenance





## Key Success Factors for NGOs as Partners

- recognise some elements of common purpose/vision
- widen your '*room for negotiation*' by focusing on your underlying interests (policies, core values), not detailed strategies, programmes or projects
- conduct *prior assessment* of the costs, risks and benefits of the proposed partnership (compare to the best alternative)
- your *style of negotiation* is critical - effective partnerships derive from '*consensual negotiation*' (win-win) not '*adversarial negotiation*' (win-lose)



## Key Success Factors for NGOs as Partners *cont..*

- '*common ground*' is overrated – *individual objectives* are acceptable
- negotiated *limits to engagement* may help reduce reputational risk
- key *structural elements* of a partnership include:
  - shared vision
  - prior agreement on anticipated mutual benefits
  - single workplan with clear roles and responsibilities
  - agreed grievance mechanism
  - procedures for continuous dialogue



## Role of International NGOs

- Foster relationships among those organisations in society who will advance poverty reduction and sustainable development
- Apply the principles of good participatory community development to organisations across civil society, government and business





**Presentation 4**  
**Tri-sector partnerships**  
**– The Government**  
**Perspective**

## Tri-sector Partnerships for Managing Social Issues in the Oil, Gas and Mining Sectors

### *A Government Perspective*



Natural Resources Centre  
Business Partners for Development



## Government Agencies

- Local authorities
  - municipal
  - regional
  - District
- Central government
  - regulators - industry-based; environmental compliance
  - public service departments – health, education, water supply and sanitation, municipal services
- Inter-governmental
  - bi-lateral development agencies
  - multi-lateral development agencies



## The Development Context

- Natural Resource – oil, gas and mining projects – often take place in areas characterised by:
  - social infrastructure is inadequate (health, water, sanitation, transport)
  - mortality and morbidity rates high
  - educational attainment low
  - local government ineffective and resource-poor
  - inward migration unmanaged
  - economic opportunities few
  - NGO and donor assistance piece-meal



## Current Approaches to Managing Social Issues in the Private Sector

- corporate sustainability policy
- public relations
- risk and impact assessments
- provision of local jobs
- extension of employee services, e.g. health
- public/stakeholder consultation
- Trust-funds and Foundations
- community development programmes
- contractual arrangements with NGOs/SMEs



## Weaknesses of Current Approaches

- conspicuous absence of regional benefits
- 'skewed' local economy
- continued community dependency on company
- livelihood-needs subordinate to compliance requirements
- social investment uncoordinated with government
- government agencies bypassed
- low rates of return for company on (social) investment, e.g. in risk management
- high transaction costs of social investment
- contractual arrangements with NGOs etc. limit creativity



## Managing Social Issues through Tri-sector Partnerships: emerging roles

- **Corporate business**
  - economic opportunities, resources, rapid benefits, performance assurance,
- **Civil society**
  - local knowledge, community participation, relevance to livelihoods, sustainability
- **Government**
  - credibility, strategic co-ordination, resources sustainability, capacity building



## Unique Contributions of 'Government'

- provides credibility to a partnership
- co-ordination of effort through strategic or local Development Plans
- public investment budgets
- act as:
  - catalyst/convenor
  - facilitator/broker
  - mediator



## Benefits Tri-Sector Partnerships for Government Agencies

- closer alignment of private sector social investment activities (infrastructure, income restoration, etc.) with public sector development plans
- improved capability (e.g. resources, equipment, expertise) for government agencies to deliver their own strategic programmes
- increased number of citizens benefiting from public expenditure
- visibility of government authorities acting as catalysts and involved in preventing disputes





**Presentation 5**  
**Case-Study**  
**– Sarshatali Coal-Mining**  
**Project, India**



## Tri-sector Partnerships for Managing Social Issues in the Oil, Gas and Mining Sectors

### A Case-Study



## Overview

In partnership with local NGOs, community institutions and the district authorities, the project sponsor for the Sarshatali coal mining project - ICML/CESC - has implemented a range of income restoration and trust-building measures in the area of mine impact. In addition, four government departments - health, welfare, agriculture and infrastructure - are now active in the area, each sharing with ICML the cost of wider community development and collaborating voluntarily with local NGOs and village committees to ensure relevance to local need. These tri-sector partnership arrangements have reversed what a year ago were rising levels of local dissatisfaction with the mining project and will help to secure sustainable benefits for the local population independent of whether or not the project eventually proceeds.



## Context



## The Project

- Asansol District, West Bengal, India
- Open-cast captive coal supply for fuelling power stations in Calcutta region
- 6km<sup>2</sup> concession, land acquisition completed
- Excavation anticipated to commence 2001



## Development Context

- 1,400 households, 10,600 individuals in mine impact area
- 25% population Scheduled Caste
- 50-65% households below poverty line
- Rain-fed agriculture, waged labour, illegal coal trading
- Seasonal malnutrition
- Poor infrastructure (health, education, water supply, road access etc.)
- Absence of NGOs active in the mine impact area



## Business Context

- Interim social management plans prepared to international standards:
  - Resettlement and rehabilitation plan
  - Indigenous peoples plan
  - Community Development plan
- Delays to financial closure
- Rising community expectations and fragile 'social license to operate'
- Reluctance to commit to social investment during period of operational uncertainty
- Good existing relationships with community leaders and district officials



# The Partnership

## Process and Structure



## Process of Partnership Development

- Company 'champions' found to drive the partnership process.
- Development of the partnership took four-months.
- Early exploratory 'comfort-zone' workshops were held to develop mutual understanding and agree the 'process design'.
- Independent third-party facilitation was essential to manage mistrust.
- DFID and CARE West Bengal declined to join partnership - unable to limit the scope of their collaboration to the mine impact area.
- Selection of partners involved a systematic process of consultation, with appraisal against suitability criteria.
- Formulation of a Memorandum of Understanding between the partners drew heavily on the techniques of 'interest-based negotiation' and 'joint-problem solving'.





## Partnership Structure

- The 'shared vision' for the work of the partnership provided a reference point to adapt to changing circumstances.
- The partnership was governed by both shared (e.g. reduce local tensions) and individual (e.g. meet compliance requirements) objectives.
- Separate workplans for the two NGOs resulted in some confusion of roles.
- The 'capacity of each partner to deliver on its responsibilities' stands out as one of 'the' defining criteria for an effective partnership.
- The formal contracts agree to manage the flow of funds from ICML to the NGOs affected the power-relationship between the partners.
- Implementation of the partnership required flexibility on the part of the investors to allow ICML to deviate from its detailed commitments to social management plans contained within agreements.



## Activities of the LATM Partnership Jan to Sept 2000

- **Livelihoods Assessment Survey**
  - capacity building
  - data collection and analysis
- **Income/Livelihood Restoration**
  - formation of self-help groups
  - communications and leadership training
  - matching of participants' aptitudes to available markets.
- **Trust-Building Measures**
  - Health Camps
  - Emergency Drinking Water Supply
  - Agricultural Training
  - Repair of tube wells
- **Community Development Planning**
  - Training Centre
  - School rehabilitation
- **Resettlement Planning**





## Division of Roles in the LATM Partnership

	Compliance requirements		Additional social investment	
	Socio-economic surveys	Income restoration	Road infrastructure	Health services
<b>ICML (company)</b>	<ul style="list-style-type: none"> <li>• all costs</li> <li>• performance monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• all costs</li> <li>• performance monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• cost-sharing</li> <li>• construction equipment</li> </ul>	<ul style="list-style-type: none"> <li>• cost-sharing</li> <li>• co-sponsor</li> </ul>
<b>ASHA/ Suchetana (NGOs)</b>	<ul style="list-style-type: none"> <li>• co-ordination</li> <li>• implementation</li> </ul>	<ul style="list-style-type: none"> <li>• facilitate participation of communities</li> <li>• sustainability of programs</li> </ul>	<ul style="list-style-type: none"> <li>• facilitate participation of communities</li> </ul>	<ul style="list-style-type: none"> <li>• co-ordination</li> <li>• facilitate participation of communities</li> </ul>
<b>Government departments</b>	<ul style="list-style-type: none"> <li>• secure 'back' of formal community institutions</li> </ul>	<ul style="list-style-type: none"> <li>• vocational training</li> <li>• mediator of intra-community conflict</li> </ul>	<ul style="list-style-type: none"> <li>• cost-sharing</li> <li>• infrastructure maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• promoter</li> <li>• cost sharing</li> </ul>
<b>Formal community institutions</b>	<ul style="list-style-type: none"> <li>• mobilisation of community participation</li> </ul>	<ul style="list-style-type: none"> <li>• mobilisation of community participation</li> </ul>	<ul style="list-style-type: none"> <li>• mobilisation of community participation</li> </ul>	<ul style="list-style-type: none"> <li>• mobilisation of community participation</li> </ul>

## Partnership Impact

## Business Benefits

- the partnership helped to engender a perception with affected communities that the company is **consultative, responsive and transparent**
- the partnership's various activities contributed to the company maintaining its **'social license to operate'** over a 9 month period at a cost saving of 25%.
- during a period of prolonged **investment uncertainty** for the company, the costs of community development in the mine impact area were shared with government departments
- the partnership offered more frequent opportunities to prevent community tensions and **address local hostility** directed at the company
- with the government acting as broker and NGOs contributing 'state of the art' participatory methods, income restoration for those losing land was of a higher quality and more sustainable, leading to the prospect of **lower community dependency on company** in the future.



## Development Impact

- **greater participation** in the design and implementation of resettlement and income restoration programmes
- **livelihood-relevance, long-term sustainability, and time-to-benefit** of community projects all improved through the partnership approach
- **beneficiaries** widened beyond those directly affected by mine impacts
- **better access** for community representatives to senior government officials and company staff
- **civic leadership** improved and **community institutions** strengthened
- **rolling out of mine infrastructure** - e.g. mine-railway link road - to the benefit of local communities



## Good Governance

- government authorities seen to be carrying out their **civic responsibilities** in a more consultative, responsive and transparent manner
- more effective **'joined-up' government**, e.g. between Dept of Health and development planning units
- more immediate and effective implementation of **government's social programmes**
- evidence for **regulatory authorities** that their requirements are being complied with by company



## Key Success Factors



## Key Success Factors in the LATM Partnership

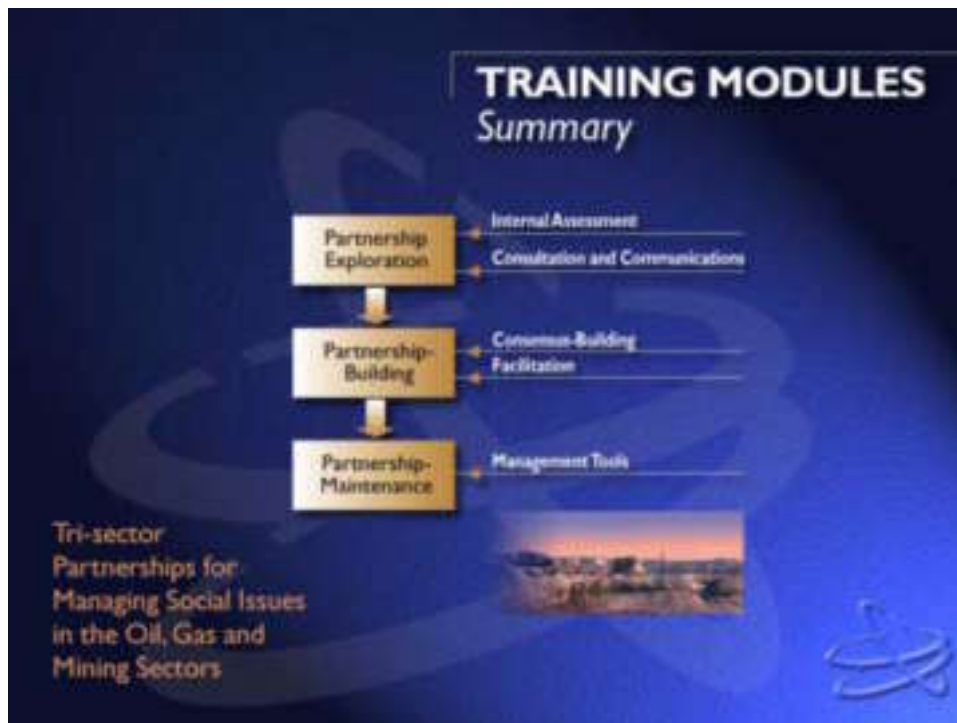
- shared vision and objectives
- development of mutual trust, e.g. the belief that each party would abide by their commitments
- resources, skills and creativity 'pooled' to achieve more efficient resource allocation
- each party pro-actively working to satisfy the needs of the others, e.g. ASHA's willingness to work on resettlement planning - a topic which lay outside the original terms of the MoU
- high levels of personal interaction and joint-problem solving



## **Presentation 6**

### **Summary of the Training Modules**





- ## The Modules
- Module 1 (1-hour) - Senior Managers Overview
  - Module 2 (1-day) - Route Map
  - Module 3 (1-day) - Internal Assessment
  - Module 4 (1-days) - Consultation and Communications
  - Module 5 (2-days) - Consensus-Building
  - Module 6 (2-days) - Facilitation
  - Module 7 (1-day) - Management Tools

## Module 1 - Senior Managers' Overview

- Overheads providing an overview of:
  - the Business Partners for Development programme
  - why leadership in oil, gas and mining companies are looking to improve their management of social issues
  - the concept of tri-sector partnerships
  - an example from India, identifying the **business benefits** and **development impact** of working in partnerships



## Module 2 - Route Map

- Provides an insight into key aspects of partnership management:
  - common characteristics of partnerships
  - relevance social management in oil, gas and mining operations
  - steps in process:
    - partnership exploration
    - partnership-building
    - partnership maintenance
  - weighing the benefits, costs and risks
  - multi-party consensus-building
  - key principles



## Skill-Based Modules

- All other modules:
  - are **skill-based**, with relevance to different stages of the Route-Map;
  - **build** explicitly on what participants already know;
  - provide **clinic-based** training (i.e. use existing or proposed partnerships as the case-material); and
  - end with the preparation of individual **workplans**



## Skill-based Modules



## Module 3 - Internal Assessment

- Enables participants to assess the merits of entering into partnership for social investment:
  - **scoping** of social investment themes that lend themselves to partnership
  - assessment of the organisation's **available resources** and **room for negotiation**
  - mapping of **potential partners** and their **underlying interests**
  - assessment of the **benefits, risk and costs** of working in partnership
  - **synthesis** and **selling** of recommendations to senior managers



## Module 4 - Consultation and Communications

- Strengthens participants capacity to **consult** with prospective partners to:
  - agree a culturally acceptable process of partnership-building and
  - match partners for their suitability
- Strengthens capacity for participants to manage processes of **communication**:
  - among the partners and
  - between partners and their constituents





## Module 5 - Consensus-Building

- Enables participants to **reach agreement** on the structure and modalities of a partnership:
  - approaches to negotiation
  - interpersonal communication
  - consensual negotiation
  - joint-problem solving
  - closure
  - dispute resolution



## Module 6 - Facilitation

- Designed for those invited to **broker or facilitate** a process of partnership-building:
  - ethics and functions of a facilitator
  - process design
  - commitment and trust building
  - revealing interests
  - reaching agreement





## Module 7- Management Tools

- Strengthens capacity for participants to be able to move a partnership from the stage of an outline agreement to **practical implementation**:
  - workplans and schedules
  - monitoring and reporting
  - grievance mechanisms

