MNE 697j Introduction to Stakeholder Engagement  
Spring Semester 2010

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Credit: 1 credit, 100%
Grade: A,B,C,D,E

Catalog Description:

Effective multi-directional communications among stakeholders is paramount to gaining broad community support for mining projects. Stakeholder engagement is a systematic and reproducible program for effective communications among parties who affect, are affected by, or have a legitimate interest in the project. It is a standard and ongoing requirement of all projects subscribing to Equator Principles or international best practice and is a cornerstone of corporate responsibility. Effective engagement is integral to building local confidence and strong relationships with communities that enhance a company’s reputation in the community. It is not a mechanistic exercise; it is about listening, learning, and responding, when appropriate.

Every mining professional will engage with stakeholders throughout their career, regardless of what role they play in the industry. This course gives students hands-on experience in the planning, implementation, analysis, and continuous improvement processes for engaging with project stakeholders. It highlights the various engagement techniques and emphasizes the different approaches to be taken with stakeholders relative to their individual interests in and issues with the project.

Course Objectives:
The objectives of this Introduction to Stakeholder Engagement are to:
1. Understand the need and processes for stakeholder engagement and how it fits with the social and environmental assessment process throughout the project cycle
2. Understand the business case for stakeholder engagement and the roles and responsibilities of assessment professionals
3. Understand the elements and continuous improvement processes of a comprehensive stakeholder engagement program

Topics:
I Introduction and general discussion on the relevance and significance of stakeholder engagement, engagement and the social and environmental assessment process, and the concept of gaining broad community support
   a. Terminology
   b. What is stakeholder engagement and why do it?
   c. Who is a stakeholder?
   d. What is broad community support?
   e. Stakeholder engagement and the social and environmental assessment process
   f. Stakeholder engagement and the project cycle
   g. The P-E-I-R (Prepare, Engage, Inform, Review) Concept

II Prepare – Getting ready for engagement
   a. How much engagement should be done?
   b. When should engagement start?
   c. Who should be involved?
   d. Assess the requirements for engagement
   e. Stakeholder identification
   f. Stakeholder analysis
   g. The “stakeholder engagement plan”
h. Managing stakeholder expectations

III Engage - Conduct stakeholder engagement
a. Good practice principles for engagement
b. Who should engage?
c. What should be said?
d. How should it be said?
e. Engagement tools and techniques
f. Strategies for engaging vulnerable groups
g. Planning and executing engagement activities
h. Information disclosure
i. Some challenges when conducting engagement
j. Documenting the process and results
k. Complaints management
l. Conflict resolution

IV Inform - Analyze and incorporate engagement findings
a. Analyze results
b. Incorporate findings
c. Provide feedback

V Review – Provide feedback and continuous improvement
a. Monitor and evaluate stakeholder engagement
b. Distill lessons learned
c. Assess stakeholder fatigue
d. Review methods and results of engagement
e. Modify, update, and improve plans
f. Reassess and calibrate stakeholder management system

VI. Wrap-up

Grading: Total
Quizzes (2) 40%
Participation in In-Class Activities 40%
Case study analysis
Stakeholder mapping
Stakeholder identities
Stakeholder analysis
Final paper 20%

Grading Policy:
90-100% = A
89-80% = B
79-70% = C
69-60% = D
Less than 60% = E

References:
http://www.equator-principles.com
http://www.ifc.org/ifcext/sustainability.nsf/Content/EnvSocStandards

Recommended Prerequisites:
None