



Knight Piésold
CONSULTING

Community Engagement Best Practices

In Nunavut, Canada and Worldwide

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Nunavut Mining Symposium - April 5-7, 2011

1. **Presentation Outline**
2. Definitions
3. Engagement scenarios
4. Drivers
5. Best practices
6. Stakeholder engagement plans
7. Conclusions

Community Engagement

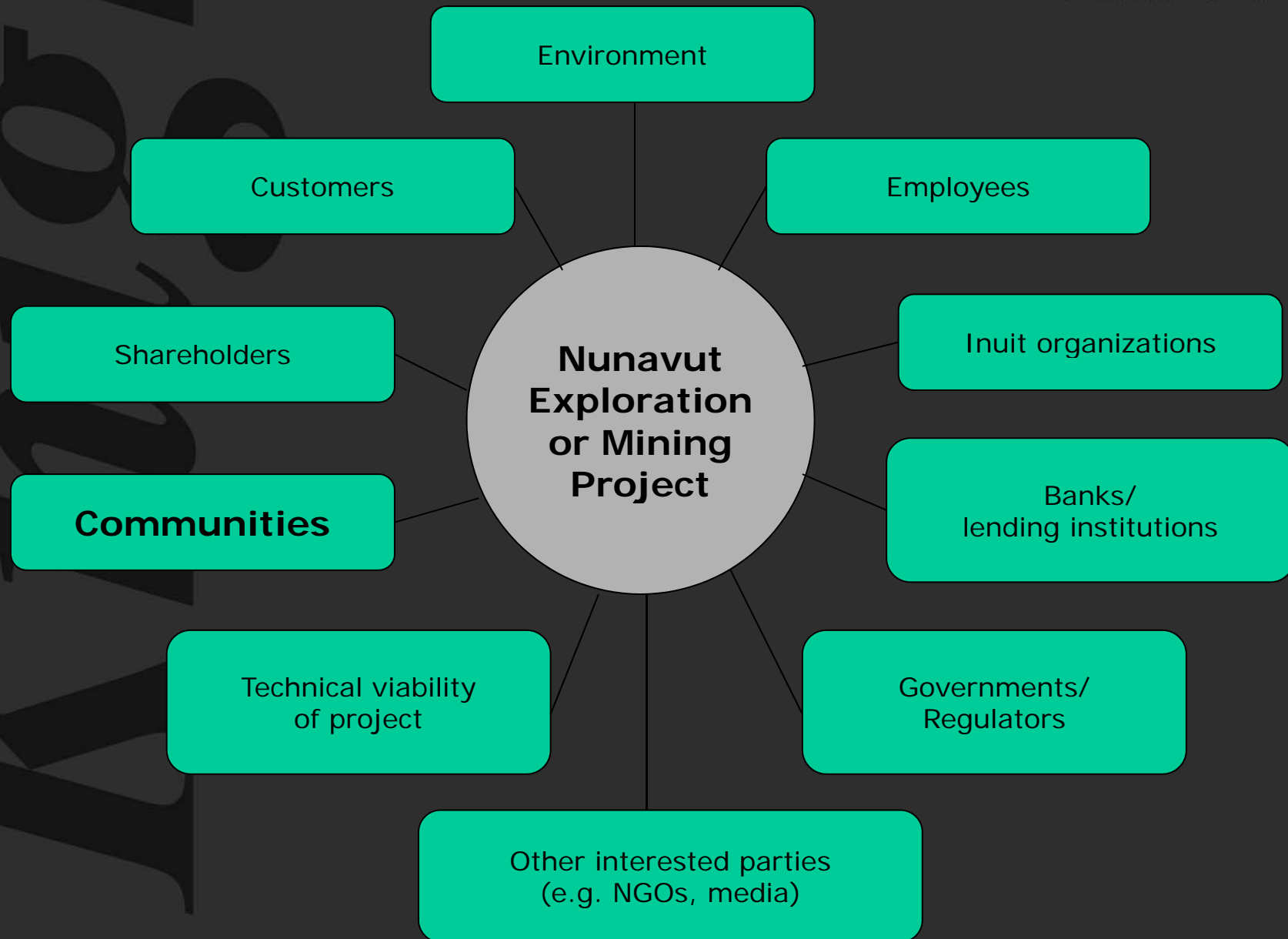
- Presentation Outline
 - Definitions
 - 3 Scenarios for community engagement
 - Drivers for community engagement in Nunavut and worldwide
 - Best practices principles
 - Stakeholder engagement plans
 - Conclusions

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Community Engagement

Stakeholder (*def'n*)

Those individuals or groups who have the potential to affect, or be affected by, the performance of a Project

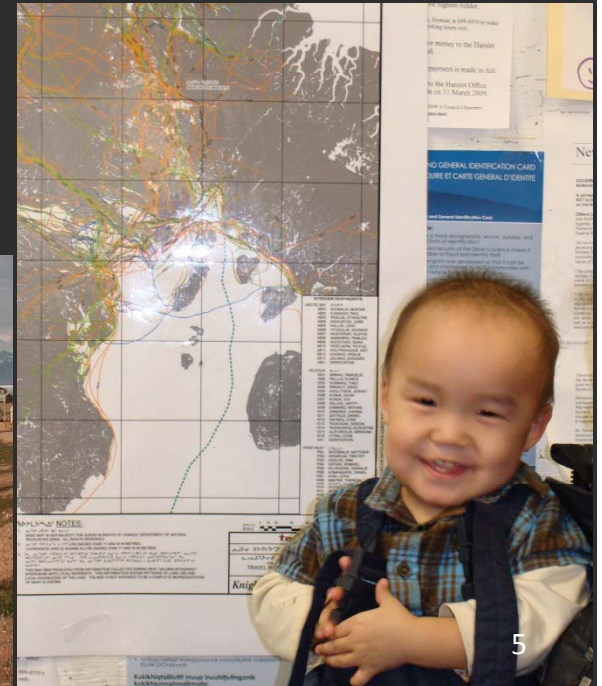


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Community Engagement

Communities (*def'n*)

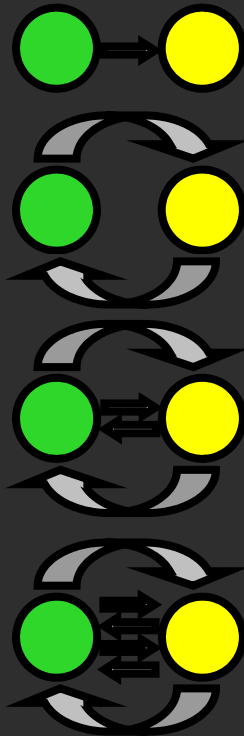
Key stakeholders; inclusive of political and administrative bodies, services and infrastructure, interest groups, families, parents, school children, young men and women, elders, a workforce, vulnerable groups, land users



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Community Engagement

Levels of engagement



Information: One-way flow from the Company to stakeholders

Consultation: Two-way exchange of information

Participation: Active interaction and more intensive form of consultation

Negotiation: Face-to-face discussions with the intent of reaching agreement (i.e., IIBA)

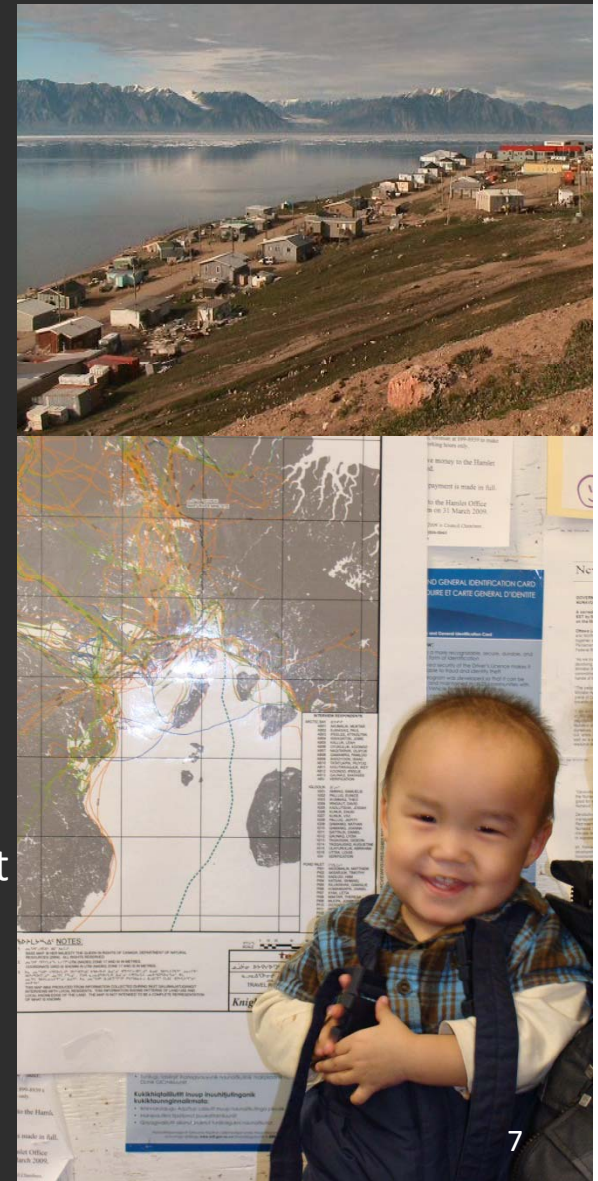


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Community Engagement

Scenario 1 – Mining Project in Nunavut

- Young population
- Rich traditional culture
- Subsistence hunting and important cultural tie to the land
- Oral culture, Inuktitut with regional dialects
- Limited industrial experiences
- Focus of community engagement in Nunavut
 - Project planning
 - Land use and wildlife resources
 - Providing understanding of mining and project
 - Addressing concerns and meeting aspirations
 - Understanding



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Scenario 2 – A mining project in Southern Canada – Timmins, Ontario

- Hollinger Mine re-activation
 - Open pit gold mine within town
 - A single, mining-centric community
 - People know mining, and are comfortable with it
 - Project information centre
 - Website
 - Community planning committee
 - ‘How to best do the project’

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Community Engagement

- Scenario 3 - International context - developing country
 - Limited public services and infrastructure
 - High poverty rates, low literacy
 - Low on human development index
 - Wildlife often 'at risk' due to over-exploitation
 - Subsistence agriculture or husbandry
 - Resettlement is a key issue (people are living and generating livelihoods everywhere)



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Community Engagement

- Drivers to community engagement in Nunavut
 - Everyone understands it is important
 - Emphasis on Inuit knowledge (participation)
 - NLCA – Requires IIBA (negotiation)
 - Regional Inuit Association’s Community Lands and Resources Committees (CLARCs)
 - NIRB – heavy emphasis on soliciting community feedback during screenings and reviews; EIS guidelines, “Community Involvement Plan”
 - NWB – applications require proponent demonstrate dialogue with communities; public hearings for Type A water licences

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Community Engagement

International Requirements

- World Bank Equator Principles
- IFC Performance Standard 1
 - Establish a management system with the following elements:
 - Policy
 - Identification of risks and impacts
 - Management programs
 - Organizational capacity and competency
 - Emergency preparedness and response
 - **Stakeholder engagement**
 - Monitoring and review

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Community Engagement

International Association for Impact Assessment (IAIA) - Public participation best practices (2006)

- Basic principles
 - **Adapted to the context** – local values and culture
 - **Informative and proactive** – simple and understandable information
 - **Adaptive and communicative** – the public is heterogeneous in their knowledge, values, interest
 - **Inclusive and equitable** – under-represented and vulnerable groups
 - **Educative** – contributing to mutual respect
 - **Cooperative** – promoting consensus-building
 - **Imputable** – incorporating feedback and reporting how engagement results were considered

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IAIA (cont`d)

- Operating principles
 - **Initiate early and sustained** – before major decisions are made
 - **Well planned and focused on negotiable issues**
 - **Supportive to participants** – capacity-building, financial support
 - **Tiered and optimized** – timed to make good use of people`s time and energy
 - **Open and transparent** – access to all relevant information
 - **Context-oriented** – adapted to the social organization of the communities
 - **Credible and rigorous** – ethics, professionalism, possibly with neutral facilitator

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Community Engagement

Execution...

- Start with a plan (write it down)
- A Stakeholder Engagement Plan needs to be a SMART plan
 - **S**pecific
 - **M**easurable
 - **A**chievable
 - **R**ealistic
 - **T**imeline

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Contents of an SEP

- Corporate policies, commitments, objectives or principles
- Identify your stakeholders (communities)
 - Those individuals or groups who have the potential to affect, or be affected by, the performance of a Project*
- Engagement methods
 - Contextual – consider the basic and operating principles
- Engagement activities over the project lifecycle
- Disclosure materials
- Schedule / timelines
- Roles and responsibilities
- Analysis and tracking (record keeping)

| Project Phase | Key Strategies and Activities |
|--|--|
| Feasibility Study and environmental studies | <ul style="list-style-type: none"> • Community liaison officers recruited, assisted environmental and social science specialists on EIS studies • Interviews with stakeholder representatives and key informants • Participatory techniques used to consult with focus groups on impact-specific topics • Formal meetings • Participatory techniques used to consult with stakeholders most disadvantaged by the project • Stratified sample interviews • Public meetings • Newsletters • Open houses in CLO offices • Radio and TV broadcasts |
| | |
| Construction and Operations | <ul style="list-style-type: none"> • Participatory monitoring • Targeted consultation, e.g. on specific stakeholder groups • Internet-based consultation, including access to monitoring data • Stakeholder perception surveys and follow-up • Simplified sample interviews • Newsletters • Radio and TV broadcasts • Open houses in CLO offices |
| Consultation on new issues and concerns (ongoing) | <ul style="list-style-type: none"> • Grievance mechanisms (various) • Household questionnaires with project-affected people • Interviews with key informants and stakeholder representatives • Stakeholder events and gatherings |





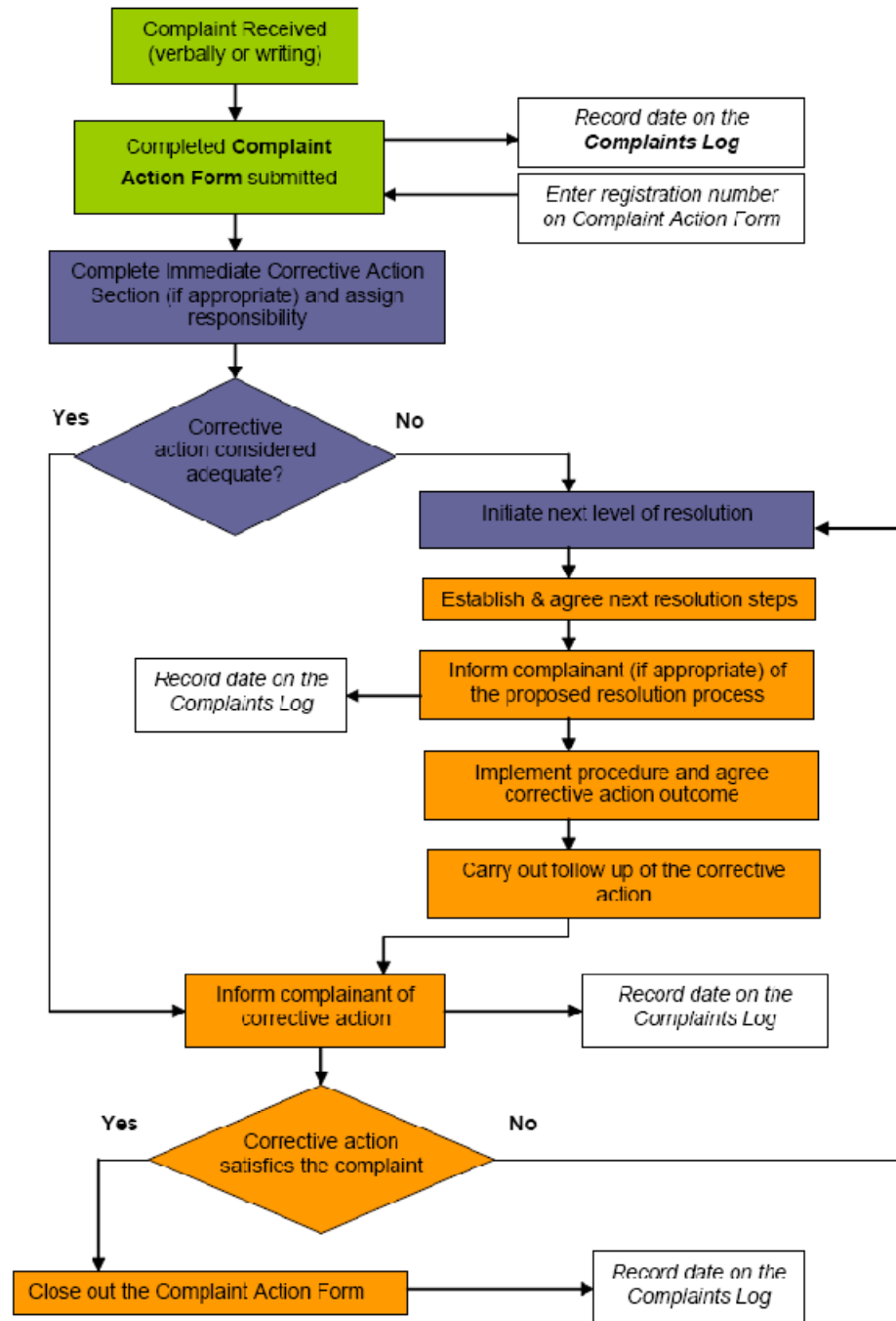
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SEP - complaints management or grievance process

- Lodging and recording procedure
- Screening procedure
- Resolution procedure
- Monitoring and reporting
- Record keeping and archiving

Procedures to receive a complaint, designate it to the appropriate person in the organization to action it, follow-up with the person filing the complaint to achieve or attempt resolution, and document the entire process

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Community Engagement

- **Conclusions / Summary**
 - Start early
 - Have a plan (a living document)
 - Establish a grievance mechanism
 - Establish necessary resources
 - Document everything
 - Engagement is NOT a mechanistic exercise
 - It is about listening, learning, and responding, when appropriate
 - It's about relationships, based on respect and trust
- **In Nunavut**
 - In person and often
 - Radio, workshops, community meetings
 - Consistent representation
 - Decision-makers
 - Comprehension through translation is key

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IFC, 2007. Stakeholder Engagement: A Good Practice Handbook for Companies Doing Business in Emerging Markets

...Companies that have grasped the importance of actively developing and sustaining relationships with affected communities and other stakeholders throughout the life of their project, and not simply during the initial feasibility and assessment phase, are reaping the benefits of improved risk management and better outcomes on the ground. As approaches to consultation and disclosure change from a short term means of meeting regulatory and lender requirements, to longer-term, more strategic channel for relationship-building, risk mitigation, and new business identification, new approaches and forms of engagement are evolving.

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“What we do exceptionally well today will not be good enough tomorrow.”

Qujannamik
Thank you