IPIECA

Community liaison officer team management toolkit

Tool 1

Master list of community-facing responsibilities

Social responsibility

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Community liaison officer team management toolkit

Tool 1

Master list of community-facing responsibilities

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Purpose of this tool

This tool is used in the early stages of community liaison officer (CLO) team planning. A project-specific master list of community-facing responsibilities is based on an understanding of the given socio-economic, cultural and political situation, and the nature of the project and strategic programmes to be implemented. As such, this tool is only a guide to what a project-specific master list may look like.

Prior to building a CLO team, the managers will need to develop and test their own project-specific master list. Managers need to consider which of the responsibilities listed here are required to deliver the desired community relations goals and objectives in the context of the given project. If any responsibilities are missing, these should be added.

The master list can also be used to help select the responsibilities to be included in individual job descriptions. The responsibilities presented in the master list correspond to the Level 2 (basic application) and Level 3 (skilful application) responsibilities. These are laid out and explained in *Tool 2: Competency framework*. The majority of CLOs are likely to be hired at Level 2 and Level 3, where Level 1 represents awareness of key aspects of the CLO role, which is essential for CLO line managers and certain other non-CLO roles.

Note that the responsibilities listed first under each heading on the following pages apply to both Level 2 and Level 3 CLOs, while those listed under the subheading *Level 3* apply to Level 3 CLOs only. It may be the case that a Level 2 CLO becomes competent in some of the Level 3 skills without fully being ready for an upgrade to Level 3. However, managers need to be aware that they should not expect Level 2 CLOs to carry out a significant number of Level 3 responsibilities without upgrading them, and offering training where necessary to fill any Level 3 skill gaps.

CLOs may be hired without some of the necessary skills to carry out Level 2 responsibilities. These skills can be taught or improved during CLO induction training and refreshed in subsequent training courses.

Managers should regularly test the project-specific master list with CLOs and other teams, to ensure that it still covers all the necessary responsibilities required to deliver the project's community relations goals and objectives.

The master list

The master list covers two key groups of responsibilities:

A. **Core responsibilities:** These are fundamental to all CLO teams. Each CLO should be competent in undertaking all core responsibilities before he or she can be considered to be a professional CLO.

B. **Discretionary responsibilities:** These responsibilities are also essential, although in some cases this will depend on the particular context or project phase (e.g. the project may or may not require resettlement). Discretionary responsibilities may or may not be carried out by CLOs, i.e. they may be carried out by other teams.

A. Core responsibilities

The core responsibilities are listed below and are fundamental to all CLO teams. Each CLO should be competent in undertaking all of the responsibilities appropriate to his or her level before he or she can be considered to be a professional CLO.

COMMUNITY INSIGHT

- Understanding community expectations, needs, interests, concerns and levels of influence.
- Understanding how project activities might affect community well-being and community dynamics.
- Recording and reporting on insights, and discussing them with colleagues.

Level 3:
- Understanding how community expectations, needs, interests, concerns and levels of influence might affect project activities.
- Understanding how project activities might affect community well-being and community dynamics.
- Analysing community insights in light of their potential impact on project development.
- Explaining community insights and potential project impacts to managers and auditors.

COMMUNITY STAKEHOLDER MAPPING

- Understanding and mapping various community stakeholders and their needs, interests, concerns and levels of influence in a way that can be used for project decision-making.
- Discussing the results of stakeholder mapping with colleagues.

Level 3:
- Using stakeholder mapping techniques in risk identification and assessment.
- Explaining the results of stakeholder mapping to managers.
- Contributing to strategic planning to engage all local stakeholders appropriately.

INFORMATION SHARING

- Ensuring that information about the project is shared with the community in an effective, appropriate and timely manner.
- Discussing project-related information with community members.
- Using basic information-sharing tools, including verbal communication, pamphlets, posters, media announcements, and common social media platforms, such as Facebook.
- Recognizing whether community members have sufficient access to information, and reporting to managers on any barriers to community information access.

Level 3:

- Using complex information-sharing tools such as radio, social media forums and community meetings.
- Managing information-sharing processes relating to impact assessments, negotiation of benefit-sharing agreements, or processes of free, prior and informed consent (FPIC), if required.
- Ensuring that the most appropriate information-sharing tools are used for different stakeholder groups, including vulnerable groups.
- Working with community leaders and interest groups to ensure that all community members have sufficient access to information.
- Identifying the risks and opportunities associated with the sharing of information.

COMMUNITY ENGAGEMENT

- Regular engagement with community stakeholders, including local leaders, civil society organizations, landholders and land/resource users, households and vulnerable groups, with the aim of building the trust and respect of the community.
- Explaining the goals and aspirations of the project and discussing potential project impacts and opportunities with community members.
- Advising landholders and land/resource users in advance of planned interventions that might affect them directly, and the timings and extent of such activities.
- Supporting community meetings by preparing information packages, arranging venues, posting advertisements and collecting feedback forms.
- Identifying and respecting the needs of different stakeholder groups, especially vulnerable groups, and modifying engagement approaches as appropriate.

Level 3:

- Organizing community meetings in a format appropriate for the purpose and cultural preferences of the attendees, making public presentations as required, and analysing meeting feedback.
- Using complex community engagement tools, such as social media and community theatre, to establish a dialogue with local community members.
- Engaging with senior community decision makers, including local government representatives, elected officials, traditional leaders and village elders.
- Addressing the needs and concerns of individual stakeholder groups, especially vulnerable groups, and modifying responses according to their specific requirements.
- Assessing the risks associated with different teams engaging directly with the community, including project contractors and service providers.
- Accompanying contractors on-site and providing them with guidance on appropriate conduct and any restrictions, including land access rules, with input from the landholders.

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COMMUNITY CONSULTATION

- Supporting the preparation of targeted information packages for community consultation.
- Supporting information gathering for consultation purposes, including questionnaire surveys and community meetings, and supporting the management of community responses.
- Accurately recording community views and concerns to input into consultation processes.
- Supporting the management of consultation responses by organizing information according to defined categories (e.g. stakeholder group, topic of interest, level of influence).

Level 3:
- Managing targeted company and community inputs into consultation processes.
- Managing complex tools for community consultation, including community meetings, online questionnaires and social media.
- Analysing the results of community consultation and presenting these to colleagues.
- Providing feedback to community members on how their views and concerns have been taken into account during the consultation.

COMMUNITY GRIEVANCE AND DISPUTE MANAGEMENT

- Supporting the community grievance mechanism, by recording and reporting on grievances and their resolution.
- Explaining to community members how to use the grievance mechanism.
- Discussing issues and grievances with community members and resolving low-level issues and disputes, as required.
- Bringing larger grievances and disputes to the attention of the right people to resolve them.
- Responding sensitively at all times and bringing calm to tense situations.

Level 3:
- Resolving community grievances and disputes between the community and the company or its contractors, including issues related to compensation, as appropriate.
- Resolving issues between community members and local authorities, if relevant and appropriate.
- Referring grievances and compensation issues in a timely manner to higher levels of authority, as necessary.
- Reporting on instances where issues are addressed outside the formal community grievance mechanism to enhance project reporting, lesson learning, performance assessment and decision-making.
- Analysing grievances and the grievance resolution process to feed into project reporting, lesson learning, performance assessment and decision-making.
- Working with third-party mediators and dispute management experts, if required, and responding to their recommendations.

CRISIS MANAGEMENT

- Supporting incident and crisis response activities, as required.
- Participating in incident and crisis response training.
- Explaining issues relating to safety, security and emergency risks to community members.
- Engaging with community members in a crisis, as required, explaining the situation clearly and passing on advice from the company on steps they should take.

Level 3:
- Explaining to others what to do in the case of an incident or crisis.
- Coordinating incident and crisis response activities, where appropriate.
- Formal participation in an incident and crisis management team, as required.
- Developing educational materials for the community relating to safety, security and emergency risks.
- Managing relations with local government, other community leaders and community members during an incident or crisis and during follow-up.
- Working together with others in the event of an incident or crisis, including other community-facing teams, such as project contractors, security providers, and external players, such as government regulators and emergency services.

REPORTING AND DOCUMENTATION

- Reporting to the line manager regarding own activities and the day-to-day situation in the community.
- Reporting against key performance indicators (KPIs).
- Reporting on major and minor incidents and emerging issues in the community.

Level 3:
- Reporting to company managers and others on team performance and the situation in the community.
- Analysing and summarizing reports from different sources to present to managers.
- Assessing the risks associated with different types of reports and feedback coming from the community.

IMPLEMENTING STANDARDS AND MANAGING SCRUTINY

- Following company policies and procedures in community work and all professional conduct.[1]
- Applying international standards in local contexts.
- Supporting internal and external scrutiny exercises by providing information in an accurate and timely fashion.

Level 3:
- Participating in internal audit exercises.
- Taking representatives of external scrutiny bodies into the community and explaining to them the situation, how project performance meets good practice standards, and how gaps are being addressed.
- Responding appropriately to critique and seeking continual improvement.

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[1] Everyone has a duty and the authority—without fear of reprisal—to report or actively halt any work by any company employee, contractor or third party if they believe it is unsafe and may potentially cause harm, or represents a future risk of harm, to colleagues or community residents.

B. Discretionary responsibilities

These responsibilities are discretionary within a CLO team. If they are not undertaken by the CLO team, other community-facing teams will need to fulfil them. Some of these responsibilities (e.g. resettlement) may be identified as not being necessary following the impact assessment.

BASELINE DATA GATHERING

- Gathering of basic baseline data.
- Using basic community survey techniques, including household questionnaire surveys and structured interviews using a set of questions.

Level 3:

- Using complex baseline data gathering techniques, e.g. unstructured interviews and online questionnaire surveys.
- Organizing teams of people to carry out community surveys including participatory surveys with community members, as required.
- Analysing the results of baseline data gathering.

MONITORING

- Monitoring of community feedback about the project and the effectiveness of community relations work using basic techniques, such as questionnaire surveys, structured interviews and one-to-one or small group meetings.
- Monitoring against KPIs.

Level 3:

- Using complex monitoring techniques such as social media monitoring and unstructured interviews.
- Organizing teams of people to carry out monitoring surveys including participatory community monitoring activities, as required.
- Analysing the results of community monitoring and assessing how the project is performing against KPIs.

NEGOTIATION

- Supporting negotiation processes between the company and the community relating to compensation, benefit sharing and/or FPIC, by gathering information, preparing participants, providing notice and making sure that people are aware of what is happening.

Level 3:

- Taking part in negotiations as part of a company negotiating team.
- Using key negotiation tools and techniques relating to compensation agreements, benefit-sharing agreements and FPIC processes.
- Recording and reporting on negotiations in an accurate and objective manner.
- Supporting formal monitoring and evaluation of negotiation processes, using internationally accepted monitoring tools and techniques.

LAND CLAIMS AND RESETTLEMENT

- Providing basic assistance with land claims or resettlement processes that involve community members, including sharing information on land rights and project plans, and supporting community meetings on land issues.
- Recording and reporting on grievances related to land claims or resettlement processes.
- Effective communication with external expert teams implementing land claims and/or resettlement programmes.

Level 3:

- Supporting formal monitoring and evaluation of land claims or resettlement processes, as required, using internationally accepted monitoring tools and techniques.

NB It is assumed that a full-scale land claims and resettlement process is likely to be outsourced to an external team of experts.

INDIGENOUS RIGHTS

- Identifying and mapping indigenous groups living within the direct and indirect zone of project influence.
- Providing basic assistance with indigenous rights programmes and Indigenous People's development planning, including sharing information on indigenous rights and project plans, and supporting community meetings on Indigenous People's issues.
- Effective communication with external expert teams implementing an Indigenous People's programme.
- Recording and reporting on grievances related to Indigenous People's issues.

Level 3:

- Supporting formal monitoring and evaluation of the Indigenous People's programme or development plan, as required, using internationally accepted monitoring tools and techniques.

NB It is assumed that an Indigenous People's programme or development plan is likely to be outsourced to an external team of experts.

COMMUNITY ISSUES MANAGEMENT IN CONFLICT SITUATIONS

- Supporting alternative community engagement approaches, as required in the context of specific conflict situations
- Recognizing the need for expert conflict management, mediation or dispute resolution in the community, and seeking expertise to resolve the situation as quickly as possible.

Level 3:

- Implementing international standards in conflict situations and reporting on how these standards have been met.
- Providing basic conflict management and mediation, as required, between the company or its contractors and community members, or between community members, as appropriate.
- Adapting community engagement approaches to the challenges of specific conflict situations.
- Working with third-party conflict experts, if required, and responding to their recommendations.

LOCAL HIRING

- Contributing to hiring decisions by providing insights about skills and expertise available within communities.
- Supporting community members with information on project job opportunities, and gathering insights on the potential training needs of the local workforce.

Level 3:

- Participating in a programme of local hiring by: engaging with local leaders, schools and potential workers; identifying appropriate opportunities and local capacities; identifying training needs; organizing local training courses and educational opportunities; and reporting on progress.
- Identifying risks and opportunities relating to hiring decisions for local communities, and working with other departments to mitigate these risks.

WORKER WELFARE

- Regular basic monitoring of labour welfare issues, including provision of water, food and accommodation.
- Assistance in resolving local labour issues, by engaging regularly with local workers, and by recording and reporting on labour grievances.
- Working with the health, safety, security and environment (HSSE) department to address any HSSE issues that arise in the course of regular monitoring of worker welfare.

Level 3:

- Resolving labour grievances, where appropriate, in collaboration with the relevant line and site managers.
- Reporting on instances where issues are addressed outside the formal labour grievance mechanism, to assist with project performance assessment and decision-making.
- Analysing grievances and the grievance resolution process, to feed into project reporting, lesson learning, performance assessment and decision-making.

SOCIAL INVESTMENT

- Supporting the project's social investment (SI) programme by: providing information to the community on the goals and objectives of the programme; supporting community meetings; and advising community members on how to apply to the programme.
- Eliciting feedback from community members on the effectiveness of the SI programme to feed into programme assessment and decision-making.

Level 3:

- Supporting implementation of the SI programme by: engaging with local leaders and potential recipients; identifying local needs and opportunities for support; and reporting on progress.
- Supporting formal monitoring and evaluation of the SI programme, using internationally accepted monitoring tools and techniques.
- Identifying risks and opportunities associated with the SI programme, and working with other teams to mitigate these risks.

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IPIECA is the global oil and gas industry association for environmental and social issues. It develops, shares and promotes good practices and knowledge to help the industry improve its environmental and social performance, and is the industry's principal channel of communication with the United Nations.

Through its member-led working groups and executive leadership, IPIECA brings together the collective expertise of oil and gas companies and associations. Its unique position within the industry enables its members to respond effectively to key environmental and social issues.

MEMBERS

AIP	Fuels Europe	PDO	SNH
AMEXHI	Hess	Petronas	Total
Anadarko	Husky Energy	Petrotrin	Tullow Oil
API	IBP	PTTEP	UKPIA
APPEA	INPEX	Qatar Petroleum	VNPI
ARA	IOGP	Repsol	Wintershall
ARPEL	JPEC	Santos	Woodside
Baker Hughes	Kosmos	Sapia	WPC
Bechtel	Libya NOC	Saudi Aramco	
BHP	Marathon Oil	Schlumberger	
BP	Noble Energy	Shell	
Canadian Fuels Association	Norsk olje & gass		
CAPP	Oil & Gas UK		
Chevron	Oil Search		
CNOOC	Olie Gas Danmark		
CNOOC Nexen	OMV		
ConocoPhillips	Occidental		
Concawe	PAJ		
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