



Inputs for the Comprehensive Community Relations Plan for Drilling and Oil Exploitation Platforms

SOPROEN

SOCIAL PROTECTION ENGINEERING

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Technical Note by:
Francisco V. Ayala
January, 2025

10600 Griffin Road A-103, Cooper City, Florida, USA +1 352 2176235 (USA) +593 2260950

LIST OF ACRONYMS

FISE	Fondo de Inversión Social de Emergencia (Emergency Social Investment Fund)
MIS	Integrated Management Information System
PIRC	Plan Integral de Relacionamiento Comunitario (Comprehensive Community Relations Plan)
SDG	Sustainable Development Goals

Inputs for the Comprehensive Community Relations Plan for Drilling and Oil Exploitation Platforms

Due to the historical conflicts and disputes between oil companies and the communities affected by their activities, and based on this context and the objective of fostering harmonious coexistence while promoting the development and well-being of communities and their households, SOPROEN proposes the development and implementation of a Comprehensive Community Relations Plan¹ (PIRC). This plan envisions a medium-term outlook, spanning over 10 years, to ensure continuous and sustainable support for the communities. The PIRC aims to promote sustainable development through social infrastructure projects that do not harm the environment, enhance the capacities of households and their members, facilitate access to social assistance benefits and services, and provide effective responses to emergencies.

I. THEORETICAL FRAMEWORK JUSTIFYING A THREE-PILLAR PIRC

Social protection programs implemented by national and local governments have significantly influenced corporate engagement plans, particularly in sectors with substantial social and environmental impacts, such as mining and oil extraction. This influence has grown in response to challenges like climate change, inequality, and the need to compensate communities affected by natural resource extraction.

Social protection programs provide guidance to companies in fostering responsible relationships with communities. Corporate

plans must align with these programs to achieve medium-term positive outcomes, promoting capacity development and safeguarding households during emergencies. However, social protection systems often face operational deficiencies and coverage limitations. Companies must design their PIRCs to complement, rather than replace, government efforts, thereby contributing to the well-being of households and communities.

In this context, the proposed PIRC is structured around three well-defined pillars with clear objectives. The coordinated implementation of these pillars will support the achievement of the overarching goals of the PIRC.

A. Premises for the PIRC Pillars

To develop PIRCs in different countries, it is essential to adhere to policies and guidelines focused on creating social investment programs built around three key pillars:

- **First Pillar:** Implementation of community engagement programs with visible short-term results.
- **Second Pillar:** Development of household and individual capital, including:
 - **Physical capital:** Infrastructure and material assets such as housing, transportation, and technology.
 - **Human capital:** Education, skills, health, and emotional capacities.
 - **Cultural capital:** Traditions, values, beliefs, and artistic expressions.

¹ In this document, the acronym PIRC will be used to refer to the Comprehensive Community Relations

Plan, derived from its original Spanish name *Plan Integral de Relacionamiento Comunitario*.

- **Social capital:** Networks, relationships, trust, and community support.
- **Natural capital:** Natural resources such as land, water, and forests.
- **Financial capital:** Money, income, savings, and access to credit.
- **Third Pillar:** Social Assistance, encompassing actions to support vulnerable households in emergencies and disasters.

B. Premises for the Success Factors of the PIRC

For a community engagement strategy to be effective, it requires trained personnel and the appropriate tools. Based on past experiences, three key conditions have been identified:

1. **Two-Way Communication:** Maintain an environment where all parties can inform, suggest, listen, and make claims in an orderly and continuous manner. Communication must be honest and transparent, adapting to the media used by the communities.
2. **Trained Personnel:** A PIRC with three action pillars requires committed and trained personnel, with access to technological and digital tools to work efficiently and effectively.
3. **Collaborative Work:** Respect local norms and processes, involving local agencies in the execution of projects. This fosters commitment and transparency, although it may require more time and effort.

Structuring a PIRC with a duration of over 10 years requires prior preparation. With the right knowledge, experience, and tools, high

effectiveness can be ensured in the medium term.

II. ELEMENTS THAT FORM PART OF THE PIRC

A. Community Infrastructure for the PIRC – Pillar 1

The offerings for the first pillar can draw on the experience gained by countries in the development of community social infrastructure through the Emergency Social Investment Funds (FISE) in the early 2000s, implemented in several Latin American countries with the support of UN agencies and the World Bank.

National public agencies sought to improve the human capital of poor households in rural areas through community projects. These actions focused on health, education, and other priority needs within each community, with the aim of improving living conditions and offering development opportunities through a participatory methodology that prioritized community needs. The projects varied by country but generally included: (i) social services (drinking water, sewage, education, and health), (ii) social assistance (child development centers and housing), and (iii) environmental projects (latrines).

A list of interventions required by the communities would facilitate project planning and prioritization:

- **Education:** Expansion and renovation of classrooms, acquisition of teaching materials, and teacher training. Repair and improvement of school infrastructure.
- **Health:** Provision of basic health services, acquisition of medical

equipment, and staff training. Improvement of health infrastructure.

- **Water and Sanitation:** Installation of drinking water and sanitation systems, construction of wells, water distribution systems, and wastewater treatment.
- **Housing:** Construction of adequate housing, building materials, and support for safe living conditions. Improvement of existing homes.
- **Community Infrastructure:** Improvements in connectivity and accessibility to facilitate transportation and access to basic services.

B. Actions to Promote the Development of Household Capitals – Pillar 2

Evaluations of the FISE programs indicated that community interventions were not sufficient to improve households' living conditions. Since the 2000s, the United Nations and its agencies have developed programs to directly benefit households, addressing their individual needs.

SOPROEN proposes the following framework:

- **Facilitator:** The oil company takes on the role of facilitator in accessing benefits and services from both public and non-public agencies.
- **Service Mapping:** Identify and categorize available programs and services in areas affected by oil activities.
- **Strategic Partnerships:** Establish agreements with agencies to execute projects and benefit households.
- **Direct Execution:** Only in special cases where agencies are unavailable.

Benefits:

- **Direct Relationship:** Improve the company's perception among households.
- **Medium-Term Commitment:** Strengthen the positive relationship with the community.

C. Actions to Facilitate Social Assistance and Timely Response to Emergencies – Pillar 3

Companies can engage in social assistance actions both in emergency situations and in structural contexts.

- **Emergency Actions:** Companies often respond ad-hoc to unforeseen situations such as natural disasters, personal emergencies, and violence. Instead, the company should provide a timely response to these types of situations.
- **Structural Actions:** The state offers social assistance programs for individuals in extreme poverty or vulnerability. Companies can facilitate access to these programs by providing information or assisting with the update of necessary data.

D. Building the Success Factors of the PIRC

The successful implementation of the PIRC will depend on having the necessary tools for its proper execution. The success factors include:

1. **Two-Way Communication:** This is essential for maintaining an open and continuous dialogue with the communities and institutional stakeholders.
2. **Integrated Management Information System (MIS):** This facilitates the

coordination and monitoring of PIRC actions.

3. **Participatory Work Methodology:** Involves institutional actors and community members in the process.

Each pillar, if executed correctly, will influence specific Sustainable Development Goals (SDGs) established by the United Nations.

1. Two-Way Communication is key to maintaining continuous contact with communities and allied agencies. This strategy includes:

- Informing about the progress of the PIRC and other actions and programs.
- Responding to community inquiries about job opportunities and the community engagement plan.
- Receiving complaints and claims, providing responses after the necessary investigation.
- Receiving suggestions and feedback, categorizing them in the Integrated

Management System for future PIRC revisions.

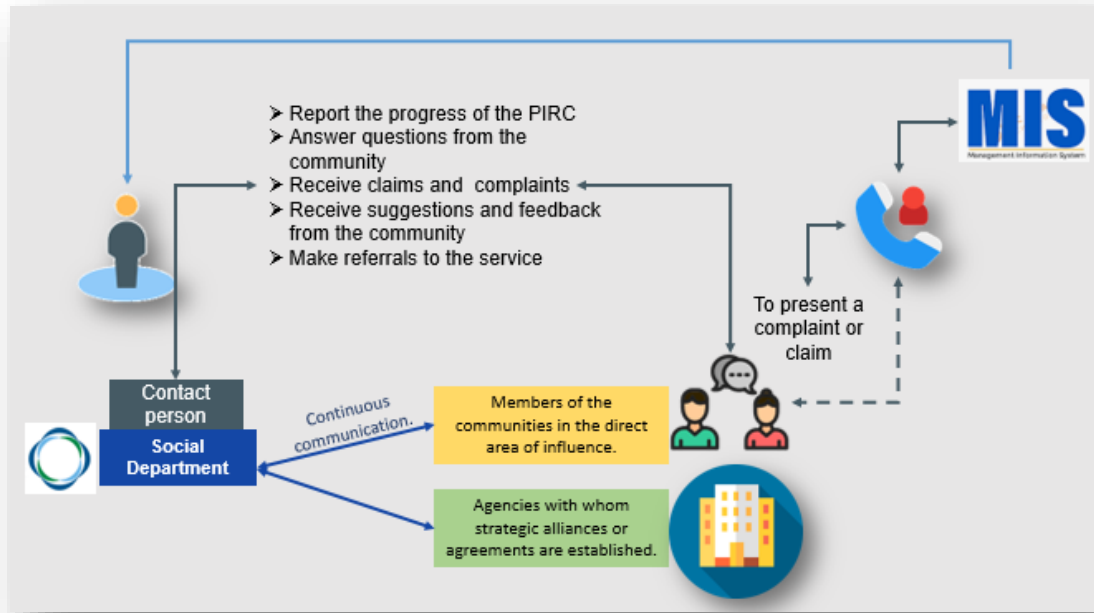
- Receiving help requests and referring them to agreed services or responding according to the PIRC.

The **Complaints and Claims System** is fundamental for two-way communication. Community members can submit complaints or claims through available communication channels, which are then recorded in the MIS. The types of complaints and claims include:

1. Complaints against the company regarding PIRC-related work and other programs.
2. Claims against programs, services, or community groups that the company used to execute projects or facilitate PIRC services.

This system ensures that community concerns are managed efficiently and transparently.

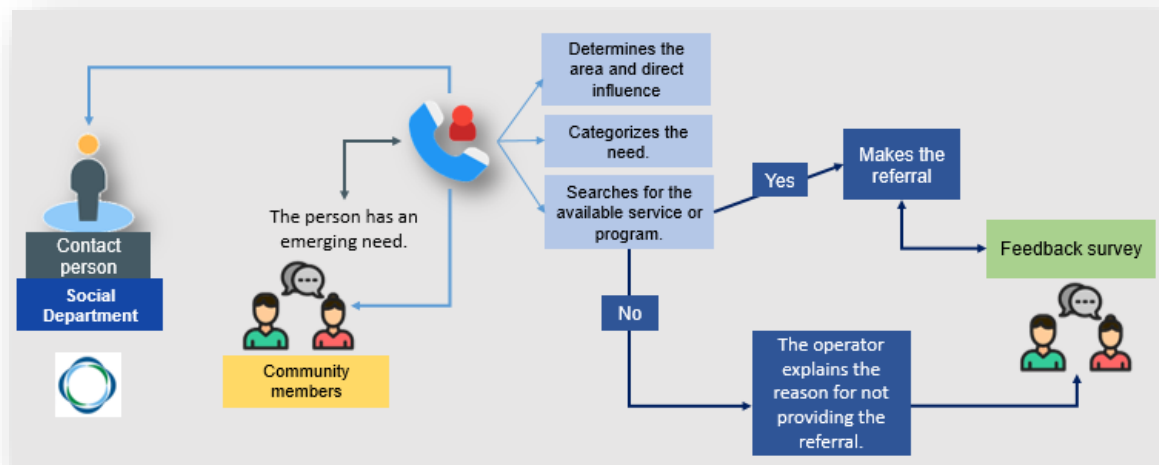
Figure 1: Complaints and Claims System



The *Referral and Linkage System* allows for timely responses to identified individual needs. It facilitates access to PIRC programs or services. Individuals with unexpected needs can seek assistance through the call

center and can also request help to take advantage of opportunities that enhance their resources. All requests are recorded in the MIS for analysis and future recommendations within the PIRC.

Figure 2: Referral and Linkage System



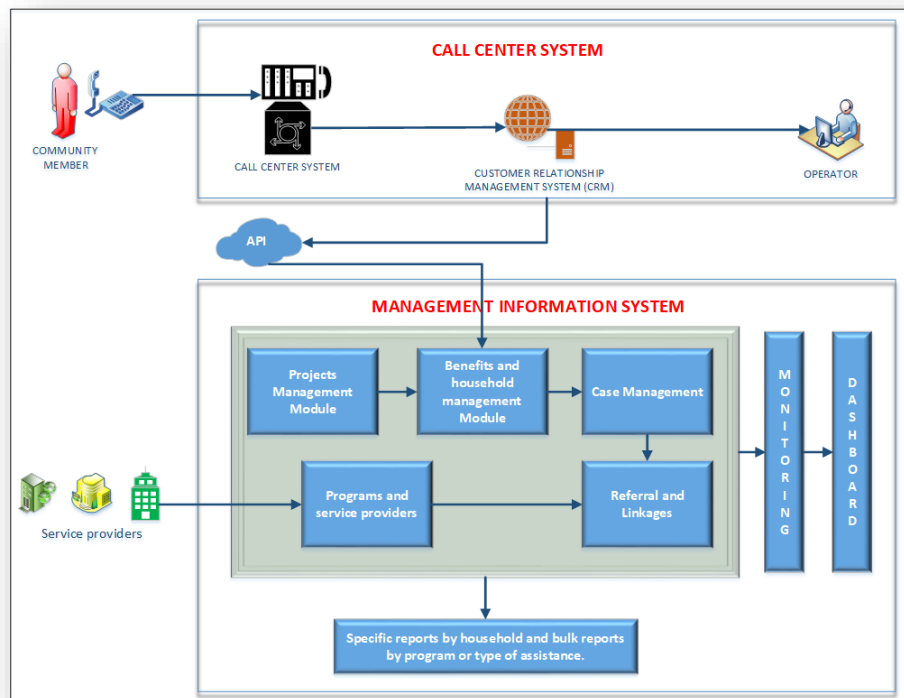
2. The Integrated Management Information System (MIS) must handle the execution of the actions of the three pillars

and facilitate communication between the parties. The necessary functionalities include:

- **Phone System:** Provide information, answer questions, receive complaints, claims, and suggestions, and manage requests for help and referrals.
- **Tracking of actions from the pillars.**
- **Action Inventory:** Manage the system of links and referrals for requests for assistance, verifying the availability of programs or services.
- **Complaint and Claim Management:** Reception, investigation, and delivery of results.
- **Household Module:** Record benefits received and interactions over time.
- **Indicator Module:** Generate tables, statistics, and progress charts for the

PIRC. It is proposed that the MIS include a control panel (dashboard) with indicators showing the operational and budgetary progress of the pillars and their actions. This would allow company authorities to access and monitor what is happening in the field in real-time. SOPROEN offers such systems to manage PIRC. There are two possible options: request the development of a custom information system or rent the services of the system provided by SOPROEN with the necessary adjustments to meet operational needs.

Figure 3: MIS from SOPROEN



3. Participatory work. The participatory work methodology is essential for the success of the PIRC. It involves continuous contact with communities and agencies that provide

services or benefits. The main processes requiring participatory work are:

- **Community consultations:** To approve the annual PIRC and guidelines for the following years.
- **Semi-annual or extraordinary assemblies:** For project follow-up.
- **Permanent two-way communication:** Through the call center.

This participatory approach strengthens the company's role as a facilitator and ensures that the actions of the PIRC are effective and well-received by the community. To deliver assistance effectively, it is crucial that the community consultation process is well-

planned. Key premises for ensuring the success of the PIRC include: preparing the PIRC draft with actions for each of the three pillars and approximate budgets, based on the needs identified in the household census and the offer of programs and services, listing actions for each pillar, budget comparison, benefits to households, validation and consultation with a focus on medium-term results, annual review of the PIRC, two-way communication, and a communication system that allows households to make suggestions, raise complaints, or request help in emergencies.

Figure 4: Strategic pillars and Success Factors of the PIRC



III. MATRICES OF THE COMMUNITY RELATIONSHIP PLAN

The following defines the list of projects and actions for the PIRC by crossing the offer

with the demand. Based on this analysis, the demands are organized, and matrices are constructed listing the projects, benefits, and services available by locality (Pillar 1) and by household (Pillar 2 and 3). The task of cross-referencing the offer with the demand and creating the matrices is carried out using field data and secondary sources:

- **Demand:** Household census to identify the short- and medium-term needs of each member, and qualitative surveys that reflect the current situation and needs at the locality level.
- **Offer:** Agency mapping is the process of identifying agencies that provide services and manage programs to deliver public and private benefits.

With all the gathered information, the offer-demand matrices are prepared by matching needs and challenges with relevant projects and actions to address them. The consolidated list becomes the primary input for the PIRC, which will later be presented in the community assemblies for validation and approval of the projects and actions to be carried out by the PIRC for the next one-year period.

A. SUPPLY-DEMAND MATRICES

1. Community Infrastructure Projects (Pillar 1)

The company reviews and filters the needs identified for the PIRC, discarding those that:

- Affect normal operational activities.
- Do not benefit the inhabitants of the direct area of influence.
- Generate negative environmental impacts.

- Contradict the company's values and policies.
- Have excessively high costs for the Pillar 1 budget.
- Cannot generate income to cover high maintenance or personnel costs.

The company must approve projects that can be executed in stages over subsequent years, discarding only those outside a reasonable scope and budget. Additionally, it defines the conditions that the community, association, group, or individual must meet to finance the projects.

2. Actions for Household Capital Development (Pillar 2)

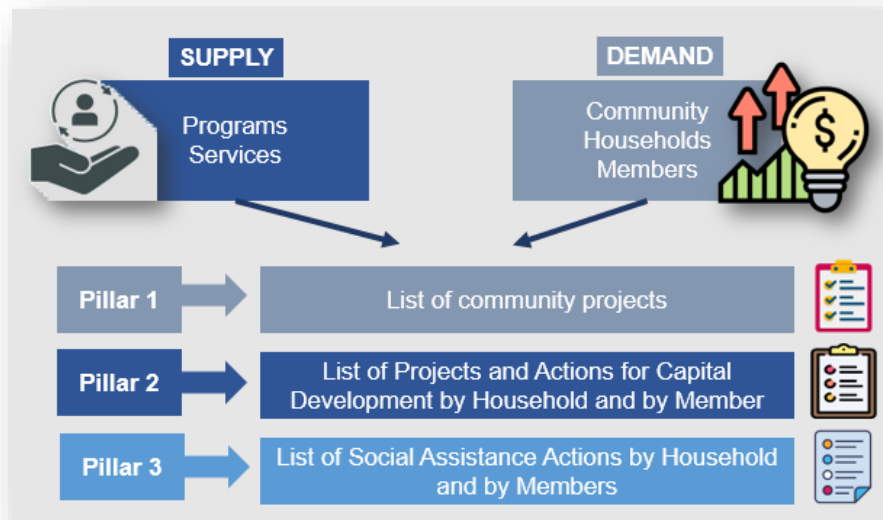
The household survey does not allow for urgent needs to be established, only estimated. Each survey question was analyzed, and potential needs were identified and linked to available services, programs, or projects within Pillar 2.

3. Actions for Social Assistance by Household (Pillar 3)

The list of actions in Pillar 3 does not include emergencies, as these events are unexpected and can only be financed when they occur. Therefore, part of the budget must remain unallocated in each pillar to cover covariate or household emergencies.

The list presented to the assembly is comprehensive and includes all the households in the locality with all identified needs and potential services. However, since resources are limited, it is necessary to prioritize resource allocation. It is the assembly's responsibility to first organize the list of households, starting with the most in need according to the community's perspective

Figure 5: Cross between Supply and Demand by Pillars



SOPROEN proposes a methodology for approving the lines of action for pillars 2 and 3. The clearer the process, the more conflicts in the assembly, such as mutual recriminations or complaints related to the perception that some have received more than others, will be avoided:

- Prepare the initial list of actions by household using the results from the census and the guidelines outlined above.
- If there are actions that are repeated for the majority of households, it is better to work on them separately and include them in the offer-demand matrix at the beginning as group actions.
- Evaluate, review, and decide on the assembly's requests if there are other lines of action not initially considered.

- Inform the community, through the bidirectional communication system, about the actions approved for the next PIRC regarding Pillar 2 and Pillar 3.

