Social Licence, Community Benefit and Grievance Response

GExperts Learning Academy | EX-X22 | EX | 2-3 days

Course overview

2-3 days EX programme focused on Social Licence, Community Benefit and Grievance Response, using energy-sector cases and applied decisions.

Designed for: Boards, executives, public officials and senior managers

Learning outcomes

- Explain core principles and terminology for Social Licence, Community Benefit and Grievance Response.
- Interpret an applied case using evidence and stated assumptions.
- Identify risks, safeguards, role boundaries and escalation points.
- Prepare a clear recommendation for a multidisciplinary audience.

Course guide

Work through each module objective, lesson and teaching note, complete the applied activity and assessment, then use the separate Academy practice page for practice questions and answer feedback.

Separate practice questions:
https://www.globalexpertsconsultoria.com/training/academy/courses/questions/?course=EX-X22

Academic and certification status

Draft learning resource for study and review. It does not confer accreditation, external certification, a regulated qualification, professional licence, safety-critical competence or site authorisation. Confirm approvals, current laws, standards, approved procedures and awarding-body requirements before delivery.

Module 1: Social Licence, Community Benefit and Grievance Response: Core

Learning objectives

- Explain social licence, community benefit and grievance response: core concepts, interpret a case, select appropriate controls and justify a documented decision.

Lessons

1. Purpose and key terms of Social Licence, Community Benefit and Grievance Response: Core Concepts
2. Systems and operating context
3. Evidence, assumptions and decision gates
4. Hazards, safeguards and escalation
5. Applied case: Social Licence, Community Benefit and Grievance Response

Detailed teaching notes

Teaching notes

Core explanation. Social Licence, Community Benefit and Grievance Response: Core Concepts describes a practical part of Social Licence, Community Benefit and Grievance Response. Learners connect the principles to asset performance, people, operational risk, project value and local context.

Decision logic. Review the objective, evidence, limits, interfaces and applicable controls for social licence, community benefit and grievance response: core concepts. Decisions require current information, role-appropriate authority, competent review and documented assumptions.

Worked example. Use an applied Namibia-relevant case in which a team plans social licence, community benefit and grievance response: core concepts while balancing safety, integrity, schedule, cost, environmental protection and local capability.

Facilitator prompts. Ask learners to distinguish verified facts from assumptions, identify who has decision authority, name stop-work triggers and state what evidence could change their recommendation. Compare technical, HSE, commercial and community perspectives.

Activity. Prepare a decision brief for social licence, community benefit and grievance response: core concepts: scope, evidence, assumptions, hazards, safeguards, owner, decision gate and escalation trigger.

Model answer guide. A sound response defines scope; uses current, traceable evidence; applies approved requirements and controls; records assumptions; assigns competent owners; checks interfaces; and communicates a measurable decision with an escalation path.

Assessment evidence. Score accuracy (30%), use of evidence (20%), safeguards (20%), analysis (20%) and communication (10%).

Applied activity

Prepare a decision brief for social licence, community benefit and grievance response: core concepts: scope, evidence, assumptions, hazards, safeguards, owner, decision gate and escalation trigger.

Assessment

Formative: 10-question practice quiz with answer feedback

Summative: Applied decision brief or practical case assessed against the rubric; proposed pass mark 70%, subject to academic approval.

Practice

Use the separate Academy practice questions and answer key page for this module.

Module 2: Stakeholder engagement and communication

Learning objectives

- Explain stakeholder engagement and communication, interpret a case, select appropriate controls and justify a documented decision.

Lessons

1. Purpose and key terms of Stakeholder engagement and communication
2. Systems and operating context
3. Evidence, assumptions and decision gates
4. Hazards, safeguards and escalation
5. Applied case: Social Licence, Community Benefit and Grievance Response

Detailed teaching notes

Teaching notes

Core explanation. Stakeholders can affect or be affected by a project. Analyse interests, influence, exposure and communication needs. Consultation is a continuing process, not simply sending information. Include groups with high impact exposure but limited formal power.

Decision logic. Choose accessible channels and record concerns, responses and decisions. Avoid assuming silence equals consent. Communication plans should define purpose, owner, timing, feedback and confidentiality. Actual commitments need delegated authority.

Worked example. A fictional port project consults officials but overlooks fishers whose access may change.

Facilitator prompts. Ask learners to distinguish verified facts from assumptions, identify who has decision authority, name stop-work triggers and state what evidence could change their recommendation. Compare technical, HSE, commercial and community perspectives.

Activity. Develop an engagement plan and grievance-response route.

Model answer guide. Include affected groups, accessible formats, response tracking and boundaries on commitments.

Assessment evidence. Score accuracy (30%), use of evidence (20%), safeguards (20%), analysis (20%) and communication (10%).

Applied activity

Develop an engagement plan and grievance-response route.

Assessment

Formative: 10-question practice quiz with answer feedback

Summative: Applied decision brief or practical case assessed against the rubric; proposed pass mark 70%, subject to academic approval.

Practice

Use the separate Academy practice questions and answer key page for this module.

Module 3: Social Licence, Community Benefit and Grievance Response: Syst

Learning objectives

- Explain social licence, community benefit and grievance response: systems and interfaces, interpret a case, select appropriate controls and justify a documented decision.

Lessons

1. Purpose and key terms of Social Licence, Community Benefit and Grievance Response: Systems and Interfaces
2. Systems and operating context
3. Evidence, assumptions and decision gates
4. Hazards, safeguards and escalation
5. Applied case: Social Licence, Community Benefit and Grievance Response

Detailed teaching notes

Teaching notes

Core explanation. Social Licence, Community Benefit and Grievance Response: Systems and Interfaces describes a practical part of Social Licence, Community Benefit and Grievance Response. Learners connect the principles to asset performance, people, operational risk, project value and local context.

Decision logic. Review the objective, evidence, limits, interfaces and applicable controls for social licence, community benefit and grievance response: systems and interfaces. Decisions require current information, role-appropriate authority, competent review and documented assumptions.

Worked example. Use an applied Namibia-relevant case in which a team plans social licence, community benefit and grievance response: systems and interfaces while balancing safety, integrity, schedule, cost, environmental protection and local capability.

Facilitator prompts. Ask learners to distinguish verified facts from assumptions, identify who has decision authority, name stop-work triggers and state what evidence could change their recommendation. Compare technical, HSE, commercial and community perspectives.

Activity. Prepare a decision brief for social licence, community benefit and grievance response: systems and interfaces: scope, evidence, assumptions, hazards, safeguards, owner, decision gate and escalation trigger.

Model answer guide. A sound response defines scope; uses current, traceable evidence; applies approved requirements and controls; records assumptions; assigns competent owners; checks interfaces; and communicates a measurable decision with an escalation path.

Assessment evidence. Score accuracy (30%), use of evidence (20%), safeguards (20%), analysis (20%) and communication (10%).

Applied activity

Prepare a decision brief for social licence, community benefit and grievance response: systems and interfaces: scope, evidence, assumptions, hazards, safeguards, owner, decision gate and escalation trigger.

Assessment

Formative: 10-question practice quiz with answer feedback

Summative: Applied decision brief or practical case assessed against the rubric; proposed pass mark 70%, subject to academic approval.

Practice

Use the separate Academy practice questions and answer key page for this module.

Module 4: Local content and national value

Learning objectives

- Explain local content and national value, interpret a case, select appropriate controls and justify a documented decision.

Lessons

1. Purpose and key terms of Local content and national value
2. Systems and operating context
3. Evidence, assumptions and decision gates
4. Hazards, safeguards and escalation
5. Applied case: Social Licence, Community Benefit and Grievance Response

Detailed teaching notes

Teaching notes

Core explanation. Local content can include employment, skills, supplier participation and durable industrial capability. Distinguish domestic ownership, local expenditure and actual value retained locally. A purchase from a locally registered importer may contain little domestic production.

Decision logic. Measure outcomes with a defined boundary, baseline and evidence. Avoid assuming a proposed policy target is current law. Supplier development must protect quality and safety while building realistic capacity and fair access.

Worked example. A fictional USD 1 million local invoice contains USD 850,000 imported equipment and USD 150,000 local services.

Facilitator prompts. Ask learners to distinguish verified facts from assumptions, identify who has decision authority, name stop-work triggers and state what evidence could change their recommendation. Compare technical, HSE, commercial and community perspectives.

Activity. Calculate the local-service share and propose more meaningful indicators.

Model answer guide. Fifteen percent in this simplified boundary; employment, skills and retained value need separate evidence.

Assessment evidence. Score accuracy (30%), use of evidence (20%), safeguards (20%), analysis (20%) and communication (10%).

Applied activity

Calculate the local-service share and propose more meaningful indicators.

Assessment

Formative: 10-question practice quiz with answer feedback

Summative: Applied decision brief or practical case assessed against the rubric; proposed pass mark 70%, subject to academic approval.

Practice

Use the separate Academy practice questions and answer key page for this module.

Module 5: Environmental and social impact assessment

Learning objectives

- Explain environmental and social impact assessment, interpret a case, select appropriate controls and justify a documented decision.

Lessons

1. Purpose and key terms of Environmental and social impact assessment
2. Systems and operating context
3. Evidence, assumptions and decision gates
4. Hazards, safeguards and escalation
5. Applied case: Social Licence, Community Benefit and Grievance Response

Detailed teaching notes

Teaching notes

Core explanation. An ESIA identifies project alternatives, baseline conditions, potential impacts, mitigation and monitoring. Social assessment includes affected livelihoods, access, distribution of benefits and grievance processes. Assessment should inform choices before they are fixed.

Decision logic. Apply avoidance before mitigation and consider cumulative impacts. Consultation needs accessible information and documented responses. A study's completion does not guarantee regulatory approval or community agreement. Actual scope follows applicable requirements and specialist review.

Worked example. Two fictional supply-base sites differ in transport distance and fishing-community access impacts.

Facilitator prompts. Ask learners to distinguish verified facts from assumptions, identify who has decision authority, name stop-work triggers and state what evidence could change their recommendation. Compare technical, HSE, commercial and community perspectives.

Activity. Compare alternatives and prepare a consultation and mitigation plan.

Model answer guide. Show impact pathways, alternatives, affected groups, residual impacts and monitoring commitments.

Assessment evidence. Score accuracy (30%), use of evidence (20%), safeguards (20%), analysis (20%) and communication (10%).

Applied activity

Compare alternatives and prepare a consultation and mitigation plan.

Assessment

Formative: 10-question practice quiz with answer feedback

Summative: Applied decision brief or practical case assessed against the rubric; proposed pass mark 70%, subject to academic approval.

Practice

Use the separate Academy practice questions and answer key page for this module.

Module 6: Social Licence, Community Benefit and Grievance Response: Data

Learning objectives

- Explain social licence, community benefit and grievance response: data and performance, interpret a case, select appropriate controls and justify a documented decision.

Lessons

1. Purpose and key terms of Social Licence, Community Benefit and Grievance Response: Data and Performance
2. Systems and operating context
3. Evidence, assumptions and decision gates
4. Hazards, safeguards and escalation
5. Applied case: Social Licence, Community Benefit and Grievance Response

Detailed teaching notes

Teaching notes

Core explanation. Social Licence, Community Benefit and Grievance Response: Data and Performance describes a practical part of Social Licence, Community Benefit and Grievance Response. Learners connect the principles to asset performance, people, operational risk, project value and local context.

Decision logic. Review the objective, evidence, limits, interfaces and applicable controls for social licence, community benefit and grievance response: data and performance. Decisions require current information, role-appropriate authority, competent review and documented assumptions.

Worked example. Use an applied Namibia-relevant case in which a team plans social licence, community benefit and grievance response: data and performance while balancing safety, integrity, schedule, cost, environmental protection and local capability.

Facilitator prompts. Ask learners to distinguish verified facts from assumptions, identify who has decision authority, name stop-work triggers and state what evidence could change their recommendation. Compare technical, HSE, commercial and community perspectives.

Activity. Prepare a decision brief for social licence, community benefit and grievance response: data and performance: scope, evidence, assumptions, hazards, safeguards, owner, decision gate and escalation trigger.

Model answer guide. A sound response defines scope; uses current, traceable evidence; applies approved requirements and controls; records assumptions; assigns competent owners; checks interfaces; and communicates a measurable decision with an escalation path.

Assessment evidence. Score accuracy (30%), use of evidence (20%), safeguards (20%), analysis (20%) and communication (10%).

Applied activity

Prepare a decision brief for social licence, community benefit and grievance response: data and performance: scope, evidence, assumptions, hazards, safeguards, owner, decision gate and escalation trigger.

Assessment

Formative: 10-question practice quiz with answer feedback

Summative: Applied decision brief or practical case assessed against the rubric; proposed pass mark 70%, subject to academic approval.

Practice

Use the separate Academy practice questions and answer key page for this module.

Module 7: Social Licence, Community Benefit and Grievance Response: App

Learning objectives

- Explain social licence, community benefit and grievance response: applied case, interpret a case, select appropriate controls and justify a documented decision.

Lessons

1. Purpose and key terms of Social Licence, Community Benefit and Grievance Response: Applied Case
2. Systems and operating context
3. Evidence, assumptions and decision gates
4. Hazards, safeguards and escalation
5. Applied case: Social Licence, Community Benefit and Grievance Response

Detailed teaching notes

Teaching notes

Core explanation. Social Licence, Community Benefit and Grievance Response: Applied Case describes a practical part of Social Licence, Community Benefit and Grievance Response. Learners connect the principles to asset performance, people, operational risk, project value and local context.

Decision logic. Review the objective, evidence, limits, interfaces and applicable controls for social licence, community benefit and grievance response: applied case. Decisions require current information, role-appropriate authority, competent review and documented assumptions.

Worked example. Use an applied Namibia-relevant case in which a team plans social licence, community benefit and grievance response: applied case while balancing safety, integrity, schedule, cost, environmental protection and local capability.

Facilitator prompts. Ask learners to distinguish verified facts from assumptions, identify who has decision authority, name stop-work triggers and state what evidence could change their recommendation. Compare technical, HSE, commercial and community perspectives.

Activity. Prepare a decision brief for social licence, community benefit and grievance response: applied case: scope, evidence, assumptions, hazards, safeguards, owner, decision gate and escalation trigger.

Model answer guide. A sound response defines scope; uses current, traceable evidence; applies approved requirements and controls; records assumptions; assigns competent owners; checks interfaces; and communicates a measurable decision with an escalation path.

Assessment evidence. Score accuracy (30%), use of evidence (20%), safeguards (20%), analysis (20%) and communication (10%).

Applied activity

Prepare a decision brief for social licence, community benefit and grievance response: applied case: scope, evidence, assumptions, hazards, safeguards, owner, decision gate and escalation trigger.

Assessment

Formative: 10-question practice quiz with answer feedback

Summative: Applied decision brief or practical case assessed against the rubric; proposed pass mark 70%, subject to academic approval.

Practice

Use the separate Academy practice questions and answer key page for this module.

Module 8: Social Licence, Community Benefit and Grievance Response: Com

Learning objectives

- Explain social licence, community benefit and grievance response: communication and escalation, interpret a case, select appropriate controls and justify a documented decision.

Lessons

1. Purpose and key terms of Social Licence, Community Benefit and Grievance Response: Communication and Escalation
2. Systems and operating context
3. Evidence, assumptions and decision gates
4. Hazards, safeguards and escalation
5. Applied case: Social Licence, Community Benefit and Grievance Response

Detailed teaching notes

Teaching notes

Core explanation. Social Licence, Community Benefit and Grievance Response: Communication and Escalation describes a practical part of Social Licence, Community Benefit and Grievance Response. Learners connect the principles to asset performance, people, operational risk, project value and local context.

Decision logic. Review the objective, evidence, limits, interfaces and applicable controls for social licence, community benefit and grievance response: communication and escalation. Decisions require current information, role-appropriate authority, competent review and documented assumptions.

Worked example. Use an applied Namibia-relevant case in which a team plans social licence, community benefit and grievance response: communication and escalation while balancing safety, integrity, schedule, cost, environmental protection and local capability.

Facilitator prompts. Ask learners to distinguish verified facts from assumptions, identify who has decision authority, name stop-work triggers and state what evidence could change their recommendation. Compare technical, HSE, commercial and community perspectives.

Activity. Prepare a decision brief for social licence, community benefit and grievance response: communication and escalation: scope, evidence, assumptions, hazards, safeguards, owner, decision gate and escalation trigger.

Model answer guide. A sound response defines scope; uses current, traceable evidence; applies approved requirements and controls; records assumptions; assigns competent owners; checks interfaces; and communicates a measurable decision with an escalation path.

Assessment evidence. Score accuracy (30%), use of evidence (20%), safeguards (20%), analysis (20%) and communication (10%).

Applied activity

Prepare a decision brief for social licence, community benefit and grievance response: communication and escalation: scope, evidence, assumptions, hazards, safeguards, owner, decision gate and escalation trigger.

Assessment

Formative: 10-question practice quiz with answer feedback

Summative: Applied decision brief or practical case assessed against the rubric; proposed pass mark 70%, subject to academic approval.

Practice

Use the separate Academy practice questions and answer key page for this module.

Module 9: Social Licence, Community Benefit and Grievance Response: Kno

Learning objectives

- Explain social licence, community benefit and grievance response: knowledge check, interpret a case, select appropriate controls and justify a documented decision.

Lessons

1. Purpose and key terms of Social Licence, Community Benefit and Grievance Response: Knowledge Check
2. Systems and operating context
3. Evidence, assumptions and decision gates
4. Hazards, safeguards and escalation
5. Applied case: Social Licence, Community Benefit and Grievance Response

Detailed teaching notes

Teaching notes

Core explanation. Social Licence, Community Benefit and Grievance Response: Knowledge Check describes a practical part of Social Licence, Community Benefit and Grievance Response. Learners connect the principles to asset performance, people, operational risk, project value and local context.

Decision logic. Review the objective, evidence, limits, interfaces and applicable controls for social licence, community benefit and grievance response: knowledge check. Decisions require current information, role-appropriate authority, competent review and documented assumptions.

Worked example. Use an applied Namibia-relevant case in which a team plans social licence, community benefit and grievance response: knowledge check while balancing safety, integrity, schedule, cost, environmental protection and local capability.

Facilitator prompts. Ask learners to distinguish verified facts from assumptions, identify who has decision authority, name stop-work triggers and state what evidence could change their recommendation. Compare technical, HSE, commercial and community perspectives.

Activity. Prepare a decision brief for social licence, community benefit and grievance response: knowledge check: scope, evidence, assumptions, hazards, safeguards, owner, decision gate and escalation trigger.

Model answer guide. A sound response defines scope; uses current, traceable evidence; applies approved requirements and controls; records assumptions; assigns competent owners; checks interfaces; and communicates a measurable decision with an escalation path.

Assessment evidence. Score accuracy (30%), use of evidence (20%), safeguards (20%), analysis (20%) and communication (10%).

Applied activity

Prepare a decision brief for social licence, community benefit and grievance response: knowledge check: scope, evidence, assumptions, hazards, safeguards, owner, decision gate and escalation trigger.

Assessment

Formative: 10-question practice quiz with answer feedback

Summative: Applied decision brief or practical case assessed against the rubric; proposed pass mark 70%, subject to academic approval.

Practice

Use the separate Academy practice questions and answer key page for this module.

Module 10: Social Licence, Community Benefit and Grievance Response: Co

Learning objectives

- Explain social licence, community benefit and grievance response: competence review, interpret a case, select appropriate controls and justify a documented decision.

Lessons

1. Purpose and key terms of Social Licence, Community Benefit and Grievance Response: Competence Review
2. Systems and operating context
3. Evidence, assumptions and decision gates
4. Hazards, safeguards and escalation
5. Applied case: Social Licence, Community Benefit and Grievance Response

Detailed teaching notes

Teaching notes

Core explanation. Social Licence, Community Benefit and Grievance Response: Competence Review describes a practical part of Social Licence, Community Benefit and Grievance Response. Learners connect the principles to asset performance, people, operational risk, project value and local context.

Decision logic. Review the objective, evidence, limits, interfaces and applicable controls for social licence, community benefit and grievance response: competence review. Decisions require current information, role-appropriate authority, competent review and documented assumptions.

Worked example. Use an applied Namibia-relevant case in which a team plans social licence, community benefit and grievance response: competence review while balancing safety, integrity, schedule, cost, environmental protection and local capability.

Facilitator prompts. Ask learners to distinguish verified facts from assumptions, identify who has decision authority, name stop-work triggers and state what evidence could change their recommendation. Compare technical, HSE, commercial and community perspectives.

Activity. Prepare a decision brief for social licence, community benefit and grievance response: competence review: scope, evidence, assumptions, hazards, safeguards, owner, decision gate and escalation trigger.

Model answer guide. A sound response defines scope; uses current, traceable evidence; applies approved requirements and controls; records assumptions; assigns competent owners; checks interfaces; and communicates a measurable decision with an escalation path.

Assessment evidence. Score accuracy (30%), use of evidence (20%), safeguards (20%), analysis (20%) and communication (10%).

Applied activity

Prepare a decision brief for social licence, community benefit and grievance response: competence review: scope, evidence, assumptions, hazards, safeguards, owner, decision gate and escalation trigger.

Assessment

Formative: 10-question practice quiz with answer feedback

Summative: Applied decision brief or practical case assessed against the rubric; proposed pass mark 70%, subject to academic approval.

Practice

Use the separate Academy practice questions and answer key page for this module.

Facilitator close-out and resources

Facilitator close-out

Record attendance, assessment evidence, learner support needs, incidents and improvement actions according to approved provider processes. Do not sign learners off for regulated or safety-critical work without the authorised assessment and certification route.

Resources and references

- Supplied GExperts/IUM reference materials; verify reuse rights and currentness.
- Current applicable Namibian legislation, standards and approved site procedures supplied by the provider.
- Case worksheet and instructor slides must be produced and reviewed before course release.