Bridging the Gap Between Social Performance Assessments, Plans and Implementation



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Introduction

Social performance in:

- Lender requirements
- Legislative compliance
- Voluntary subscriptions
- Self-determined social performance targets

Not implemented as intended

- Causal factors
- Small changes in approach

- Avoid harm
- Respect human rights & dignity
- Transparent, meaningful engagement

Gaps between instruments and practice

Consultant scopes are limited

- Assessment and planning: baseline, consult, impacts, mitigations, feedback
- Limited scope, end-date
- The deliverable = SIA / HRDD / RAP / SEP
- Implementation and monitoring neglected
- Ill-conceived assessments to secure funding or permits
- Instruments do not inform performance
- Deliverable becomes means to an end

Constrained resources & numerous obligations

- Overwhelmed reporting, reviews, audits
- Overworked
- Understaffed
- Not taken seriously
- Trauma
- No SP team



Gaps between instruments and practice

Cost-savings & ignorance

- Cost-conscious proponents, and environmental practitioners
- Lack of understanding of GIIP
- Cannot judge



Divergence in focus area

- Role-players' different focus & agenda
- Consultant's institutional memory lost
- Filtered information data gathering & client interaction
- Internal departments



Gaps between instruments and practice contd.

Softening social impacts

- 'Net positive' projects (e.g. energy generation, transmission and distribution, renewables, water supply, transport)
- Adverse social impacts and wicked problems (e.g. ASM) downplayed or dismissed



A socially integrated approach

Base community programmes on evidence

- Iterative situational assessments
- Use SIA to inform CSR (not philanthropic)
- Consider needs stated vs observed



SIA as practice, not deliverable

- 'Assessment' lends itself to stasis under non-practitioners allow for dynamism
- CLOs, staff engage regularly information likely available once foundation is set

A socially integrated approach contd.

Stakeholders as individuals

- Individuals in relation to each other within SH group
- Rights-holders
- Agency and ability to claim rights



Draw on institutional knowledge

- Regard proponent and staff as stakeholders
- Gauge capacity constraints successful, "lukewarm" or non-implementation?
- Spend time SHs taking advantage?
- Objectivity not to be clouded



Promote participatory monitoring

- Countries (e.g. Canada, India) require not only IA, also establishment of committee at lower administrative levels
- Ongoing monitoring
- Avoids arbitrary fund and royalty allocation



A socially integrated approach contd.

Inform stakeholders

IAP2 Spectrum of Public Participation



IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

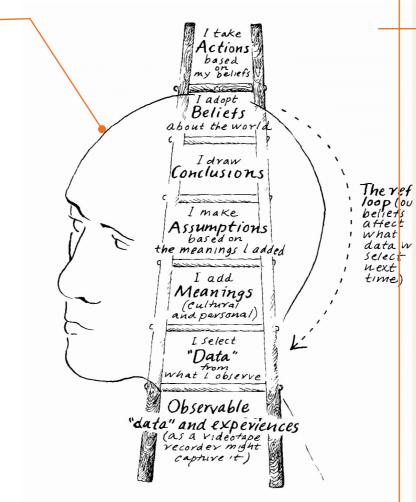
Important in/when:

- Isolated/remote areas
- Low literacy levels
- Deeply traditional
- Not aligned to technical manner of presentation
- Timelines, approvals, why consulted, funding mechanisms, what proponent subscribes to
- Agency for accountability of representatives and proponent

Behaviours for effective stakeholder engagement

Consider past experiences of stakeholders

- Take stock of what happened before project 'started'
- Rumours, other specialists/ consultants, similar projects, same proponent
- Engage ladder of inference
- Forgotten / unknown commitments
- Be better prepared to embed recommended mitigations in proponent culture



Improve communication

- Open communication across departments
- E.g. security / protection services + social performance departments = VPSHR adherence + safety of SP teams

Image source: Great Place To Work® Institute

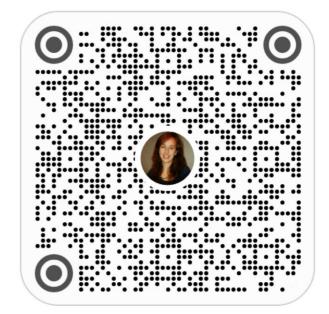
Behaviours for effective stakeholder engagement

Understand individual values	Integrate within project
 Intrinsic values, morals, principles Not only rights-holders / external stakeholders but also individual employees (in 'ecosystem') Craft the right team for engagements, assessments, presentations 	 Specialists, design engineers, consultants to move out of siloes More meaningful communication across project lifecycle Project manager informs all Experience-based inferences from technical, measurable impacts e.g. road diversions, water discharge



Let's continue the conversation!

Message me your questions or comments in the IAIA25 app.



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