

IAIA19 Brisbane – SIA how early is too early?

What can SIA learn from Australian Rules Football?

April 2019



Sociometry

Community Consultation
and Social Impact

Daniel Marsh
@SociometryAus
Daniel@sociometry.com.au
www.sociometry.com.au

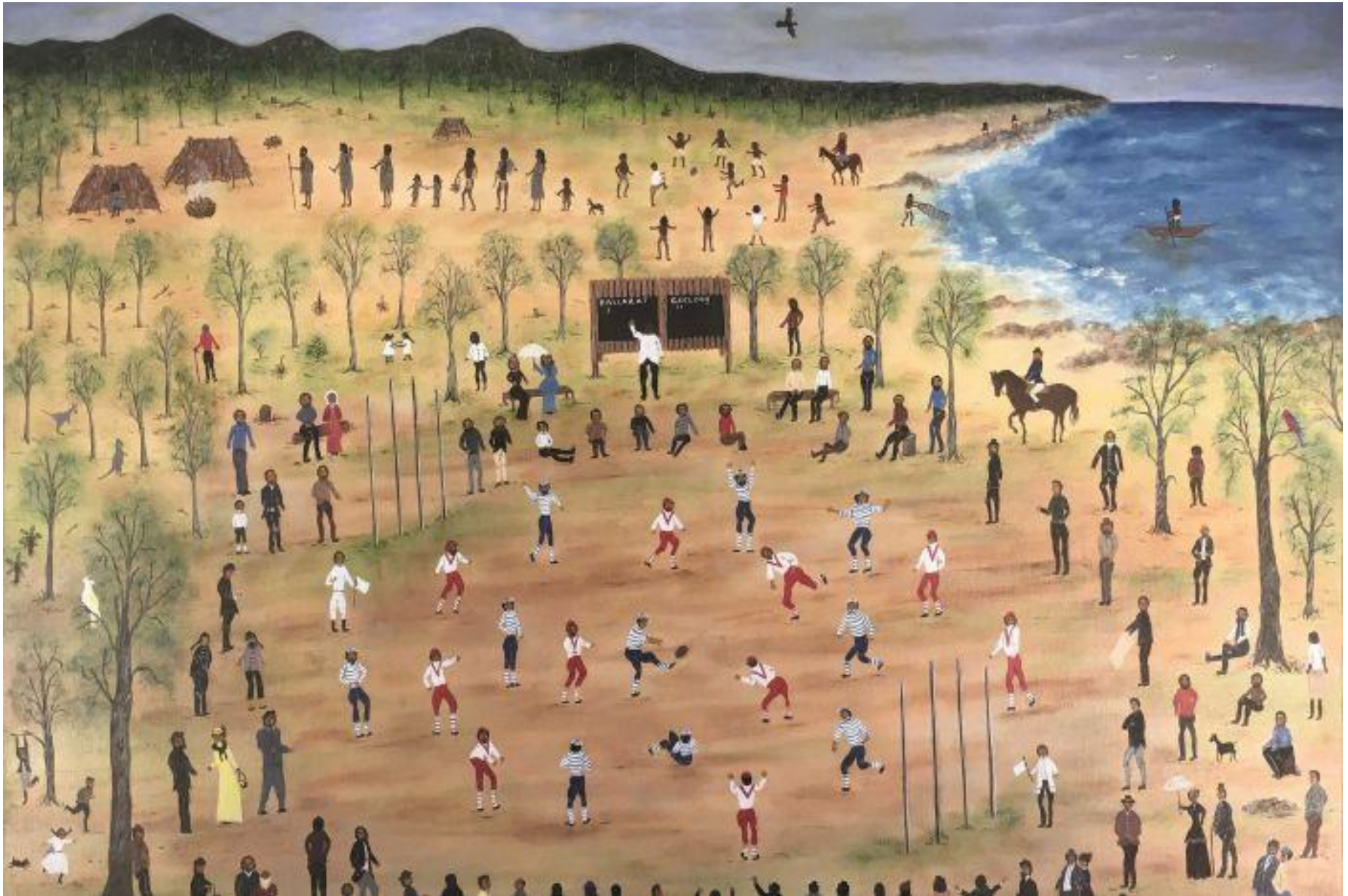
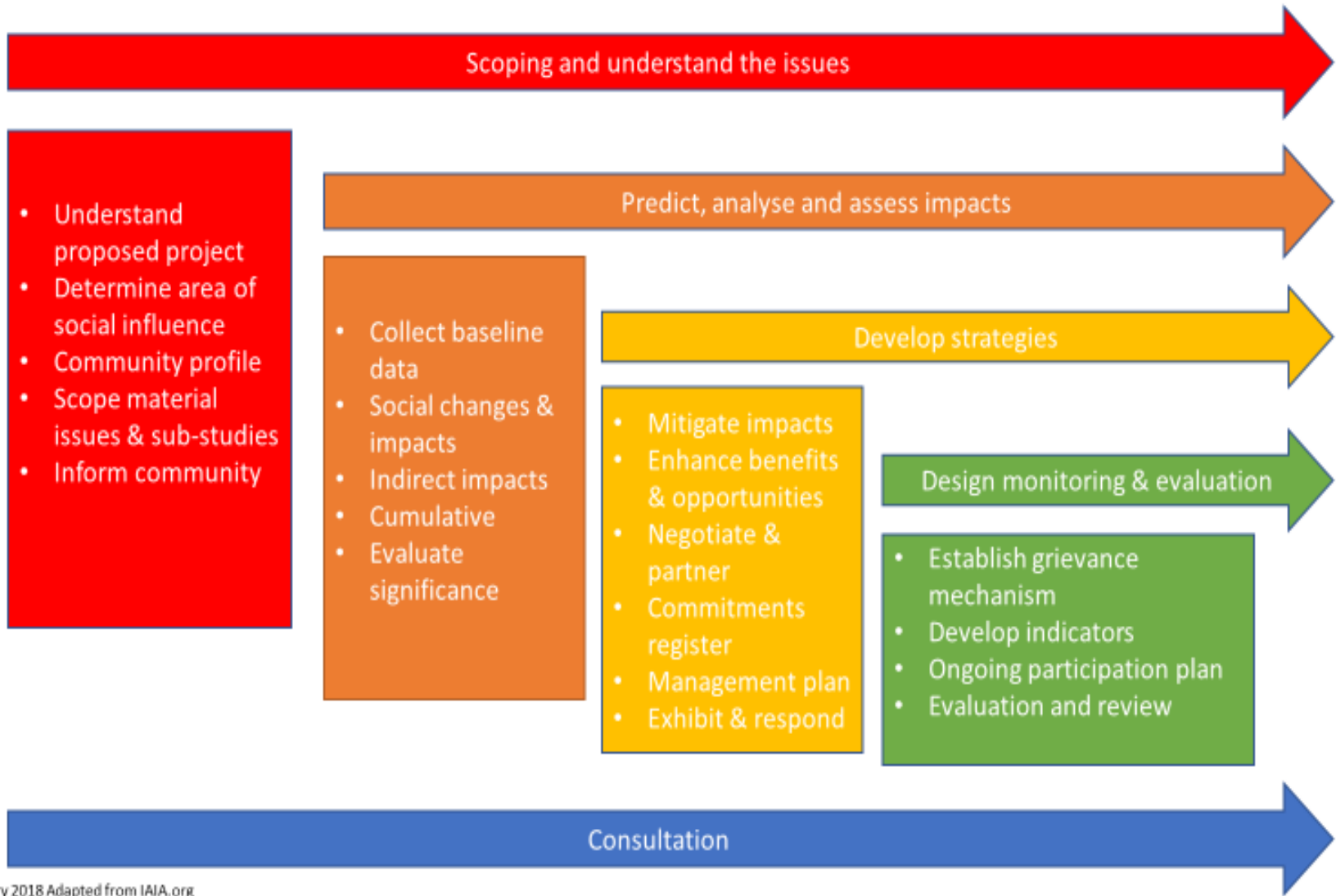


PHOTO: [Marlene Gilson's 'Marngrook Football', 2015](#), depicts Indigenous football being played adjacent an Australian rules game.

Challenges for SIA

- ESIA often on critical path: project definition
- Two epistemic approaches to reducing uncertainty
- SIA essentially a linear process





Challenges for SIA

- ESIA often on critical path: project definition
- Two epistemic approaches to reducing uncertainty
- SIA generally conceived as a linear process not iterative
- Lack of focus on SIA follow-up and adaptive management
- Stakeholder expectations for ex ante SIMP precision



Case studies

- Small mining
- Sulawesi, Indonesia
- Late feasibility
- Short critical issue review
- Due diligence for potential investor incl 3-day site visit
- Triggered 8 IFC PS
- Global LNG project
- Australia field & plant
- Early construction
- SIA & SIMP development
- Late lender due diligence through to construction
- Triggered 6 IFC PS



Linear, Inflexible, Ambiguity

- **Structured conversations about change**
 - familiar issues in unique context is about governance and community leadership
 - why wouldn't it seem haphazard?
- **Mining**
 - Sequenced for approvals not most significant unknowns – not bankable
- **LNG**
 - Partial scope SIA - pressed to borrow process from other context & lost leverage with lenders

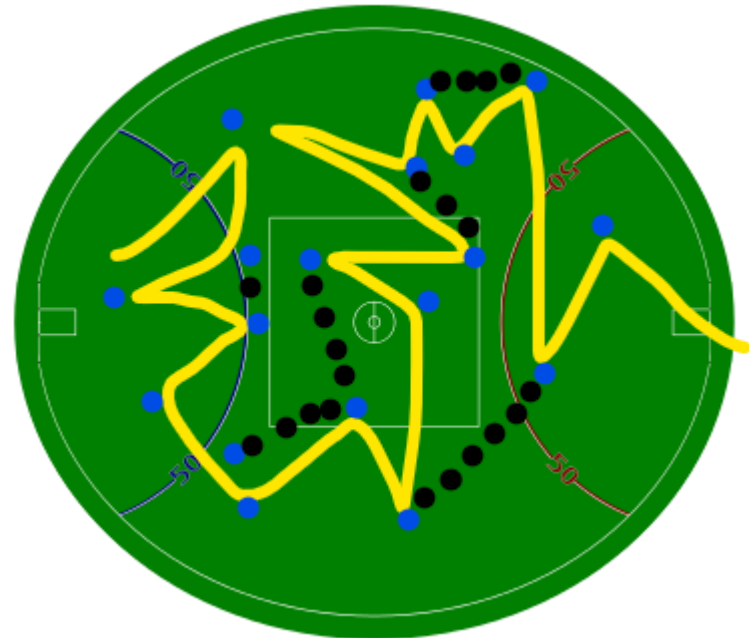
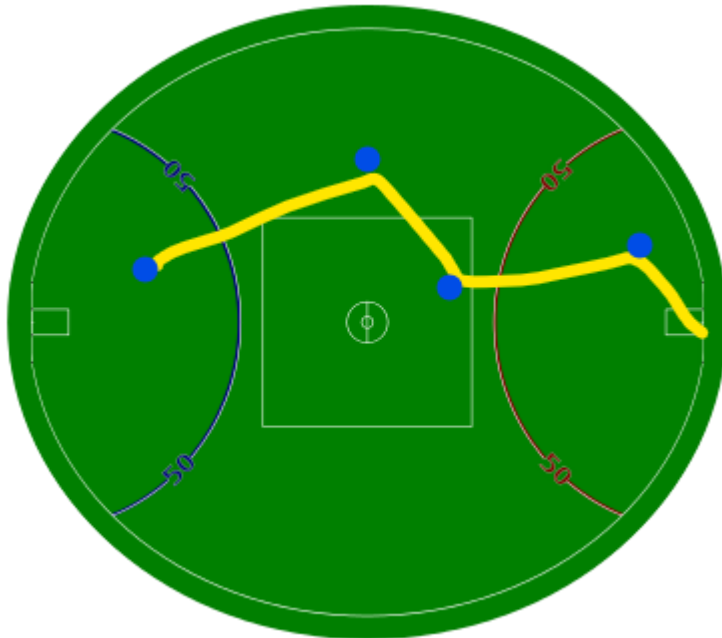
Linear, Inflexible, Ambiguity

- **SIMP guidance asks for SMART actions**
 - Useful to agree characteristics of impacts; useful to have political/capability analysis
 - Rigidity in planning not useful - doesn't engender trust
- **Mining**
 - Mitigation statements in approval ANDAL – failed to convince investors understood issues or whether local would engage
- **LNG**
 - Resisted regulator pressure & issued interim SIMP pioneering works – secured agreement for powerful/agile stakeholder reference groups

Linear, Inflexible, Ambiguity

- Expectations: metrics into conditions, EPC contracts
 - SIMP reporting tends to focus on activity / promise kept
 - Trigger-Action-Response discipline
 - Co-design: impact literacy, collective capacity, useful metrics
 - Co-design builds human relationships to deal with ambiguity
- Mining
 - Provisioned for resettlement – overlooked international standards

Linear, Inflexible, Ambiguity



Linear, Inflexible, Ambiguity

- Can't predict precisely how game will play out
- Value coach's adaptive management skills
- SIA leaders need to secure discretion to adapt to local politics & community dynamics
- Role is to make adjustments focused on overall goal

Linear, Inflexible, Ambiguity

- We ask coaches to win championships
- Don't describe how each goal will be scored before they've assessed fitness, other team or pitch conditions
- SIMPs dense & intimidating; follow-up lacks transparency
- Focus less on program design: more on programme governance including capability development

Conclusion

- Think of a project plan to develop the SIMP as a game plan
- Processes of SIA to SIMP should be better phased based on material risks and unknowns
- Impact managers need to lead more and manage less
- It's all about leadership

Questions



Sociometry

Community Consultation
and Social Impact

Daniel Marsh
@SociometryAus
Daniel@sociometry.com.au
www.sociometry.com.au

Thank you
#InBielsaWeTrust



Sociometry

Community Consultation
and Social Impact

Daniel Marsh
@SociometryAus
Daniel@sociometry.com.au
www.sociometry.com.au