THE 2ND ANNUAL
SOCIAL LICENCE
& COMMUNITY ENGAGEMENT
27-29 AUGUST 2013
HILTON HOTEL
BRISBANE

resourceful
E V E N T S

Workshop Presentation

Achieving SROI and Measuring Community Engagement

Tuesday 27 August 2013 1.00pm

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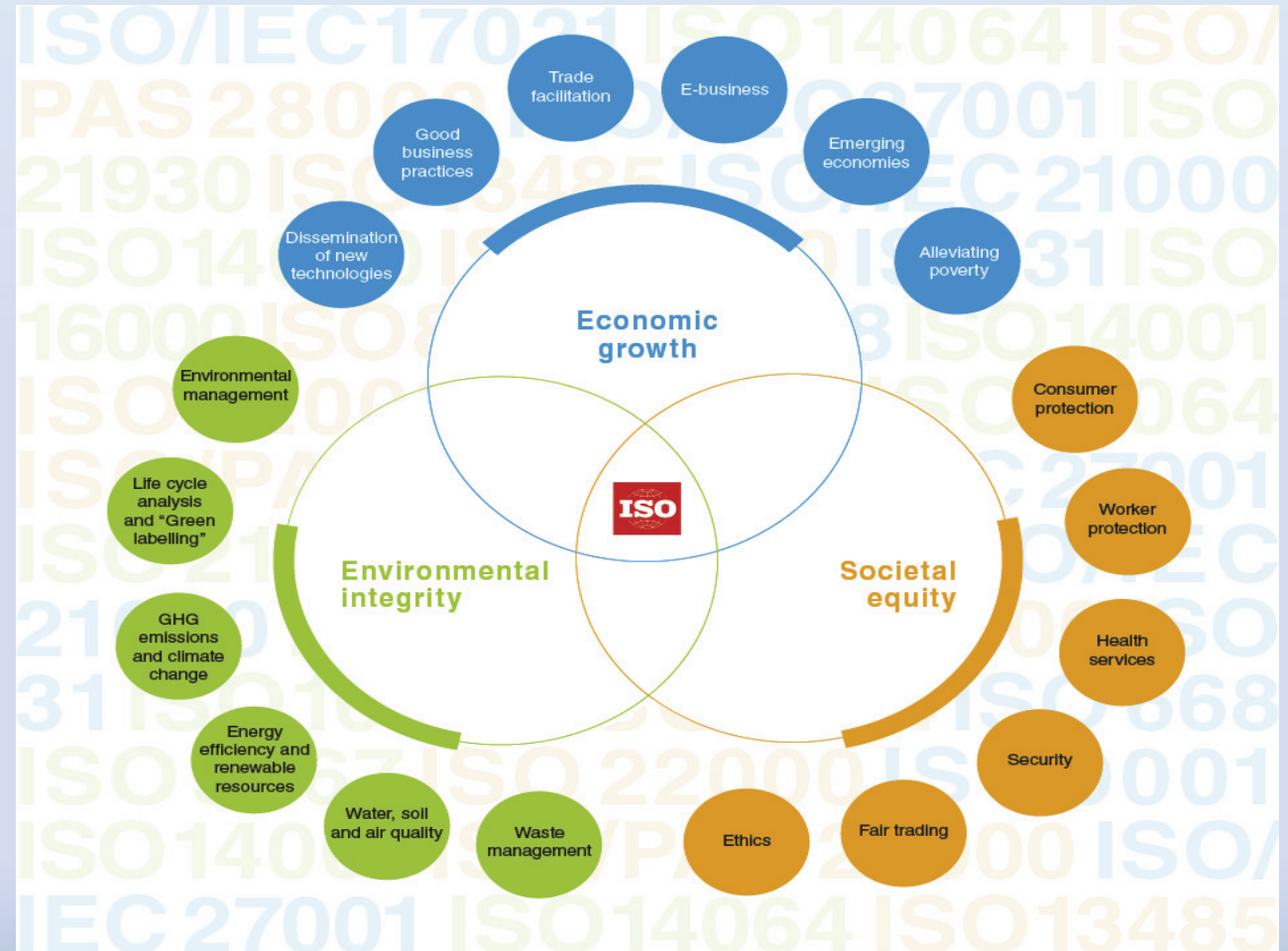M +61 409 008 942

www.consultmine.com.au

Workshop Summary

- ➢ Effectively measuring the process and outcomes of engagement for your project
- ➢ Understanding social and economic outcomes from media and the impacts it may have
- ➢ Comparing community engagement data collected and reassessing during certain project phases

http://www.thesroinetwork.org/, retrieved 24 August 2013
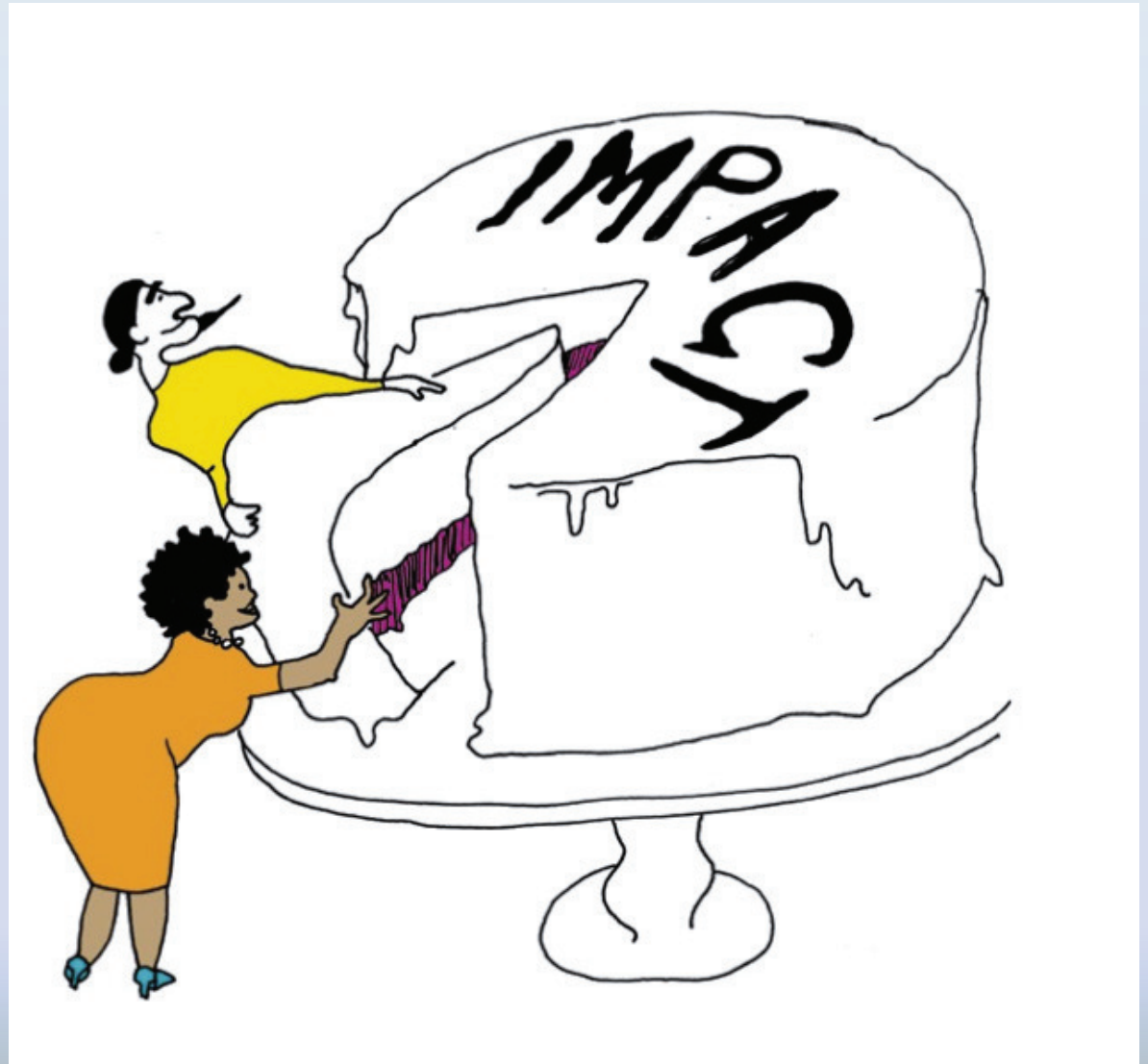
Workshop Summary (cont)

➢ Conducting social mapping to effectively plan for your project

➢ Qualifying the importance of community development programs and the social return on investment (SROI)

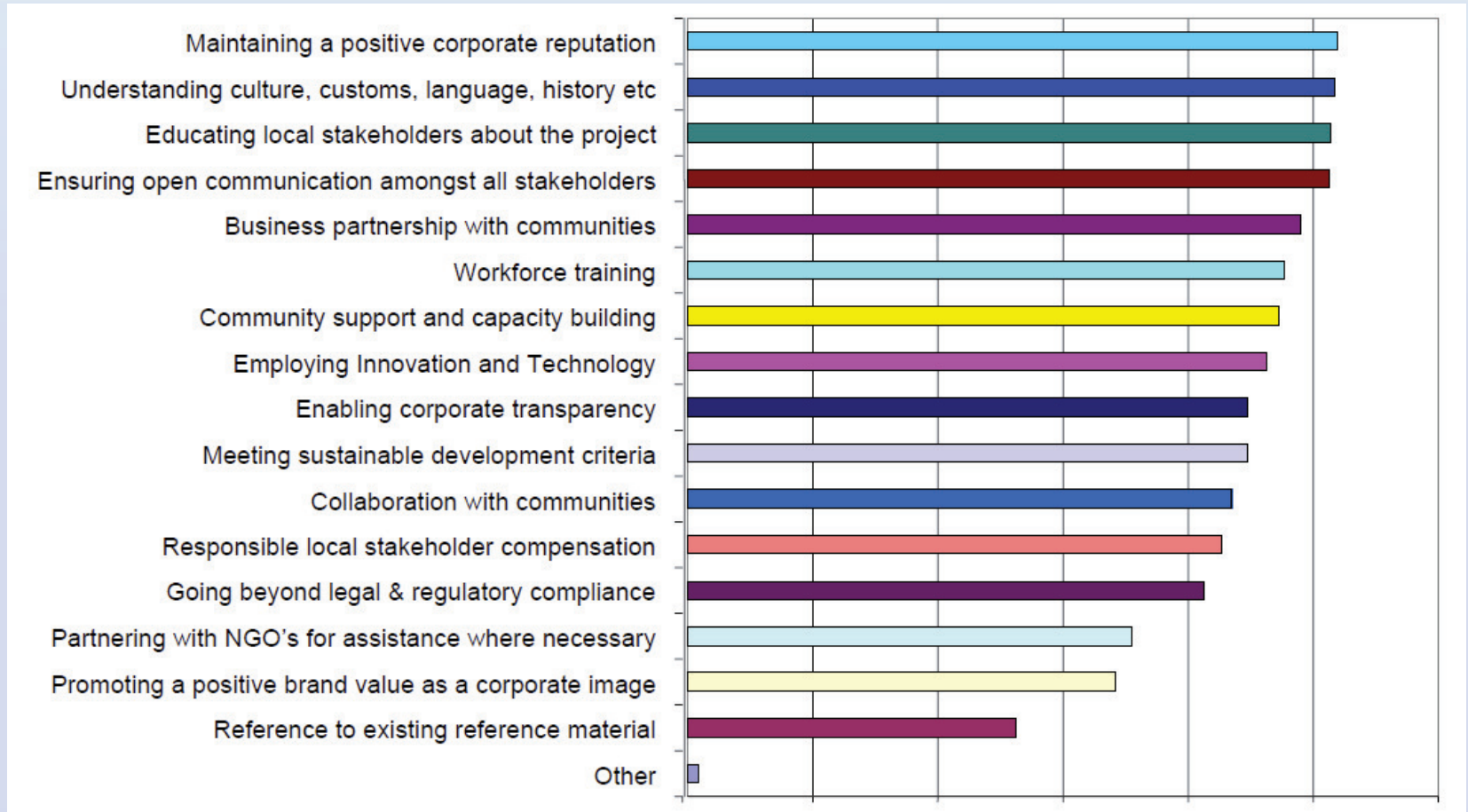➢ Enhancing you SROI through effective community development programs

http://www.iso.org/sites/iso26000launch/documents/ISO_26000_-_Project_overview.pdfl, retrieved 02 November 2012

Introduction

➢ What is SROI?
➢ Definition
➢ Purpose to reduce project risk.
➢ Principles

The super trawler Margiris, which is set to ply Commonwealth waters from next month.

SROI Introduction

- SROI – Social Return on Investment
- Purpose
- Why?
- How?

Maintaining a positive corporate reputation
Understanding culture, customs, language, history etc
Educating local stakeholders about the project
Ensuring open communication amongst all stakeholders
Business partnership with communities
Workforce training
Community support and capacity building
Employing Innovation and Technology
Enabling corporate transparency
Meeting sustainable development criteria
Collaboration with communities
Responsible local stakeholder compensation
Going beyond legal & regulatory compliance
Partnering with NGO's for assistance where necessary
Promoting a positive brand value as a corporate image
Reference to existing reference material
Other

http://www.mining.ubc.ca/files/SocialLicense/Final%20MPES%20Paper.pdf, retrieved 01 December 2012

SROI Principles

- ➢ Involve stakeholders
- ➢ Understand what are the changes
- ➢ Value what matters (also known as the 'monetisation principle'
- ➢ Only include what is material
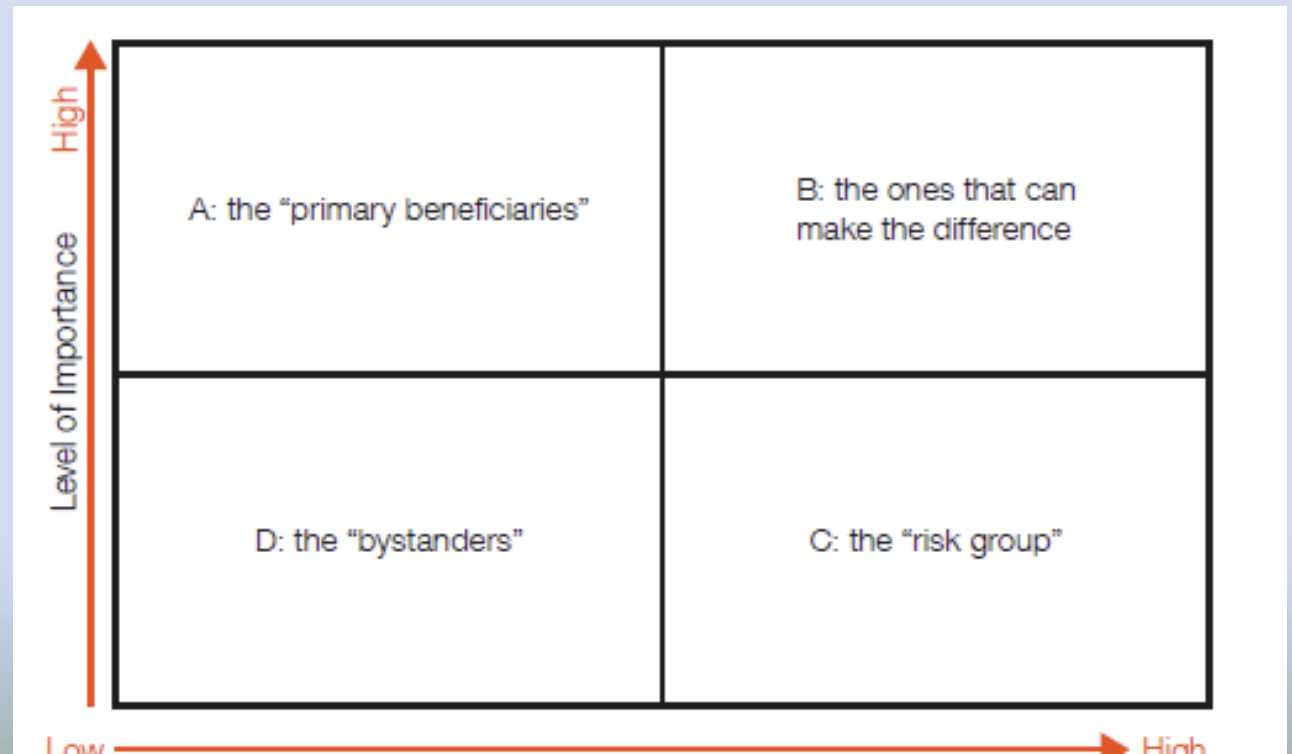- ➢ Do not over-claim
- ➢ Be transparent
- ➢ Verify the result

SROI

Define the scope of the analysis
- Describe the issues the organization is addressing and its objectives in addressing them
- Identify the stakeholders initially considered to be most impacted by the organization's activities
- Map the relationships between the organization's inputs, activities, and outcomes for each stakeholder (i.e. its theory of change)

Identify indicators, impact, and attribution
- Establish the indicators that will be used to measure the inputs, activities, and outcomes identified above with a focus on outcomes
- Quantify the impact of the organization's efforts (i.e. expected outcomes over time minus negative consequences and minus those things that would have happened irrespective of the organization's involvement)

Value
- Assign monetary values to the relevant and significant outcomes where possible
- Calculate the SROI ratio (impacts/inputs) for these outcomes

Manage value
- Report the impact value relative to inputs including justification for any outcomes not considered relevant or significant or not included in the ratio
- Develop systems to manage the value created or destroyed

IRIS

IRIS provides standard performance indicators for a range of inputs, activities, and outputs as well as for some outcomes.

The IRIS library can be used as a resource when elaborating and defining these.

Organizations may decide to use IRIS definitions for inputs, activities, outputs, and outcomes to ensure that the meaning and measurement methodology is clear and compatible from one organization to another.

SROI Stages

- Defining the boundaries
- Identification and selection of key stakeholders
- Developing a theory of change
- What goes in (identifying inputs)
- What comes out (identifying results)
- Valuation
- Calculation of the SROI ratio
- Verification
- Narrative
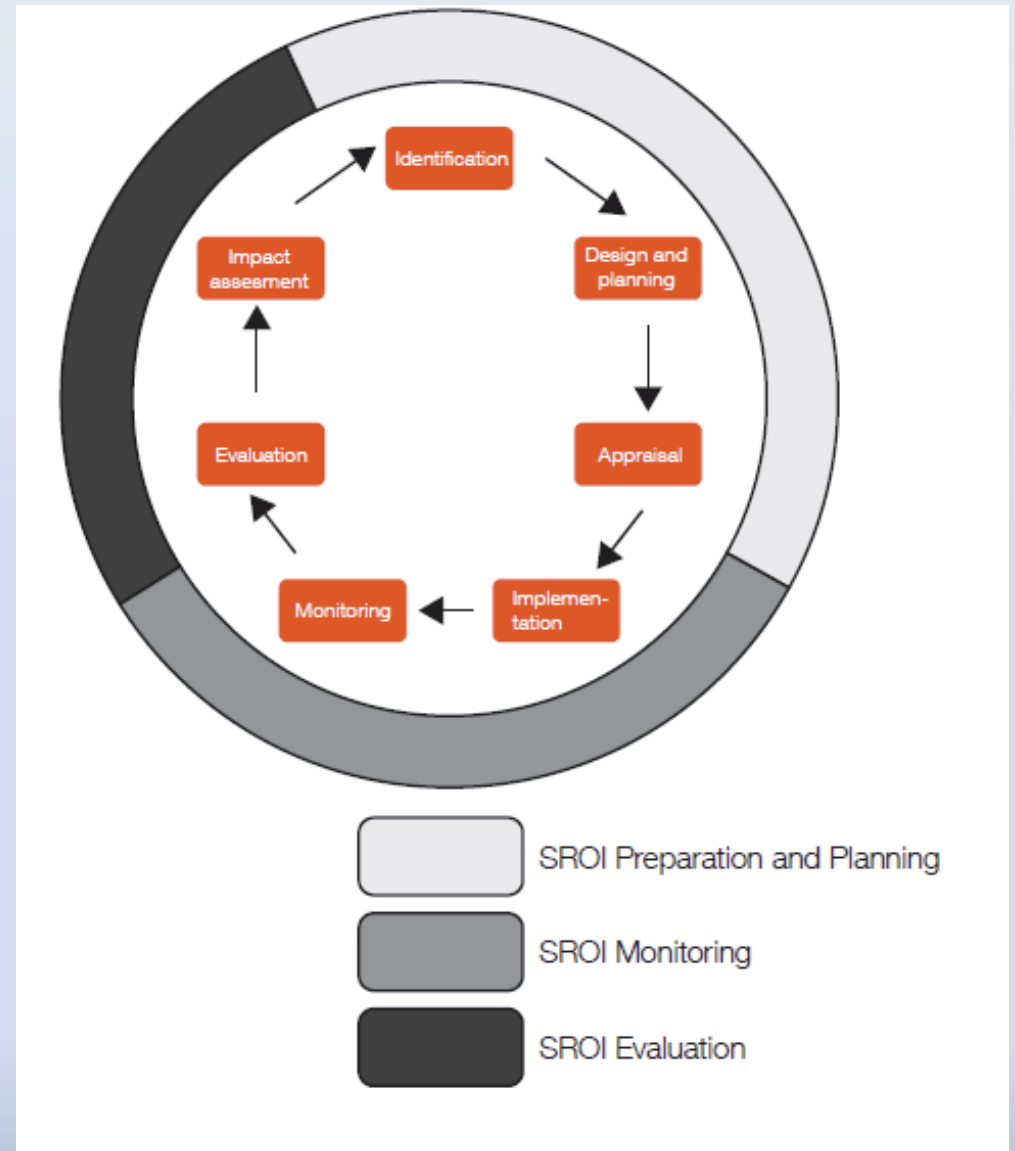
SROI Stakeholders

➢ A: Require special initiatives - primary stakeholders.
➢ B: Build good working relationships- to ensure effective coalition of support.
➢ C: Source of significant risk - require careful monitoring and management.
➢ D: Unlikely to be the subject of project activities - may have an indirect influence.

http://contextinternationalcooperation.files.wordpress.com/2010/11/sroi-practical-guide_context-international-cooperation.pdf, retrieved 24 August 2013

Level of Importance — High

A: the "primary beneficiaries"

B: the ones that can make the difference

D: the "bystanders"

C: the "risk group"

Low ———→ High

Applications

- PAR
- Critical Thinking
- Appreciative Inquiry
- Asset based development

- Questions to ask

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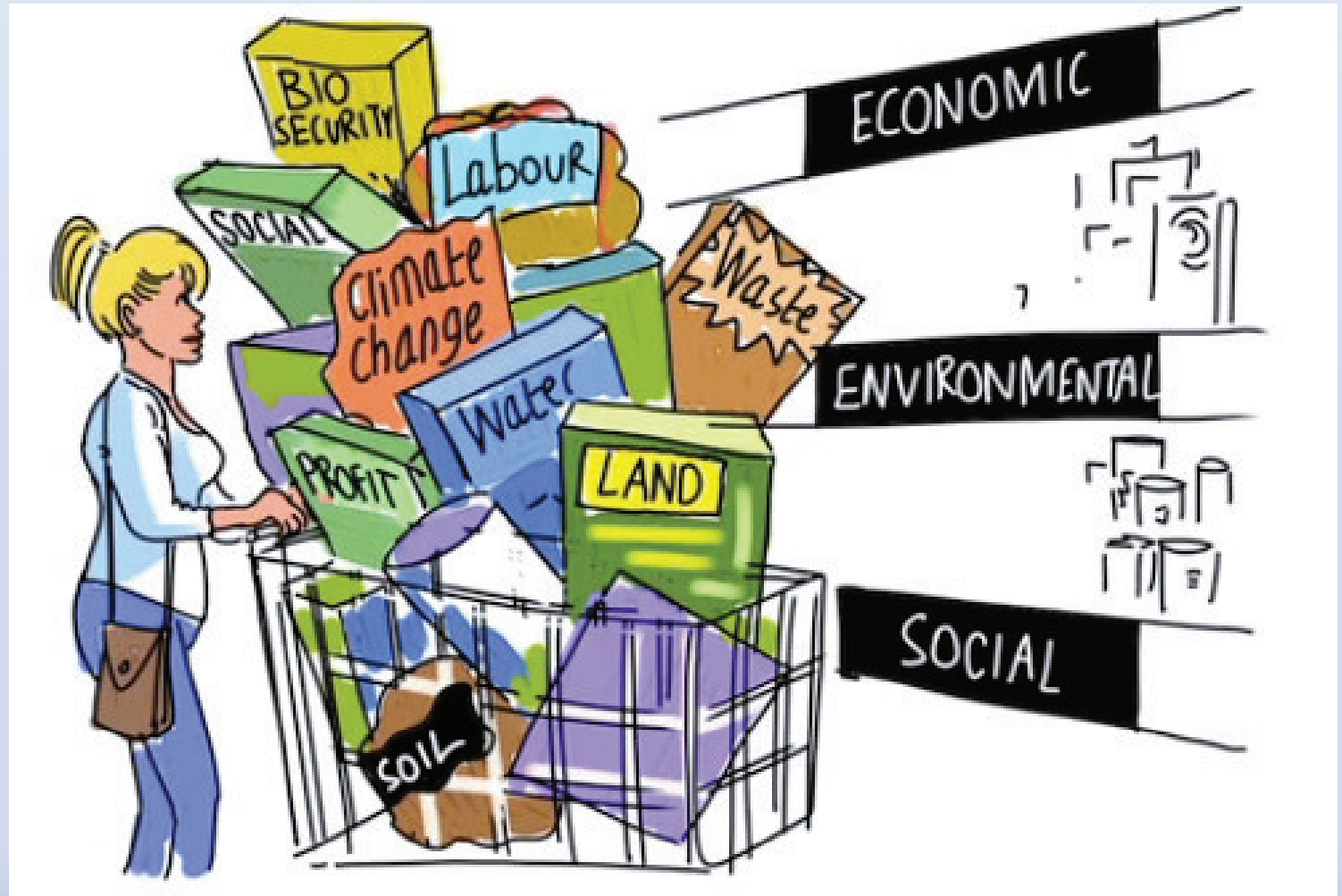
Benefits

➢ Think about developing new services or activities

➢ Build an outcomes based business model to sustain themselves into the future

➢ Put in place more systematic ways to gather this evidence with their stakeholders on a regular basis

➢ Recognise the full value of what they do

COMMITMENT

INTERDEPENDENCE

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SROI Limitations

➢ Benefits that can not be monetised

➢ Focus on Monetisation

➢ Resource and time intensive

➢ Not always able to associate outcomes with Monetisation
  ➢ Media
  ➢ Network mapping
  ➢ Archiving

| How the customer explained it | What the project leader understood | How the analyst designed it | how the programmer wrote it | what the consultannt said |
| How it was documented | What operations installed | How the customer was billed | How it was supported | what the customer really needed |

http://www.minney.org/book/export/html/320, retrieved 24 August 2013

http://webcache.googleusercontent.com/search?q=cache:8LwwU_IPkfMJ:www.tbnetwork.org/download/other/Social%2520ROI/SROI%2520Training%2520Spreadsheet.xls+&cd=7&hl=en&ct=clnk&gl=au, retrieved 24 August 2013

Monetisation

- ➢ Measurement
- ➢ Methods
- ➢ Aims
- ➢ Monetisation

Analysis

- Dead weight
- Attribution
- Inflation adjustment
- Calculating the ratio

Figure 3

Figure 1

Figure 2

Figure 4

http://www.minney.org/book/export/html/320, retrieved 24 August 2013
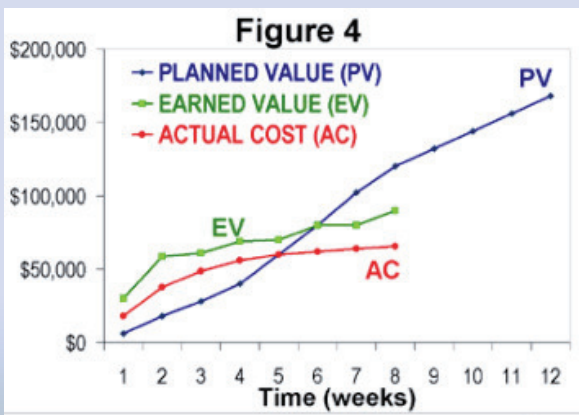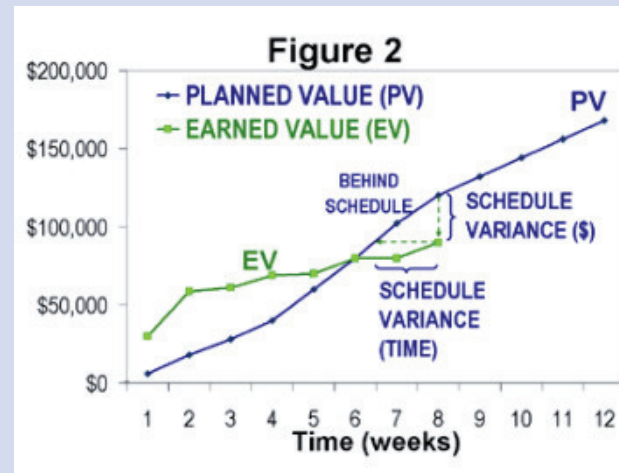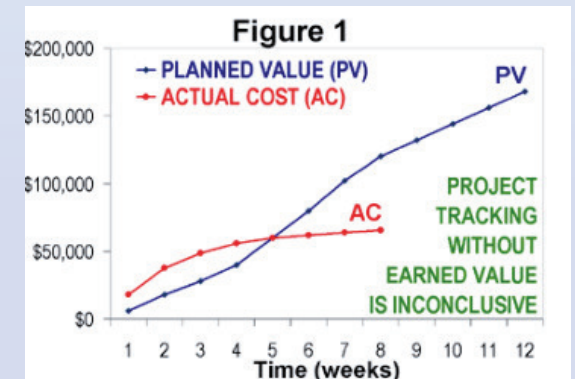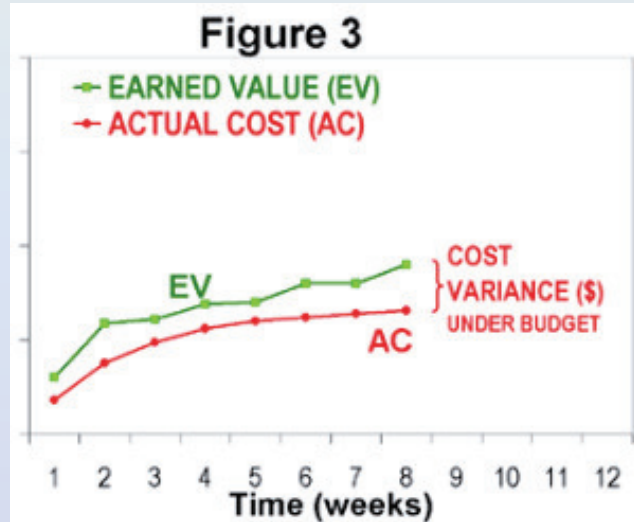
	The Nerve Centre	The Denby Dale Centre	Meltham Sports and Community Group
SROI Ratio: Upper estimate	2.42	2.32	4.22
SROI Ratio: Core assumptions	**1.99**	**1.94**	**2.75**
SROI Ratio: Lower estimate	1.07	1.18	1.08

http://www.thesroinetwork.org/, retrieved 24 August 2013

Implementation

- ➤ Capacity for people and their organisation
- ➤ Incentives
- ➤ Operational structure and SROI responsibilities

	Objective of SROI (place within strategy of the organisation)	9 steps of SROI (information gathering and capacity development process)	Technical details (e.g. deadweight, attribution)
Senior management level	***	*	*
Project coordination level (programme officers, project officers)	***	**	***
Field staff level	***	***	*

*   = basic knowledge and understanding required

**   = proper working knowledge and understanding required

***   = thorough knowledge, understanding and working skills required

http://contextinternationalcooperation.files.wordpress.com/2010/11/sroi-practical-guide_context-international-cooperation.pdf, retrieved 24 August 2013

Implementation (cont)

➤ Comparison with other analysis methods

Similarities between SROI, LFA and RBM	Differences between SROI, LFA and RBM
Linear change model / Theory of Change	SROI applies monetisation to value intended or perceived changes; LFA and RBM do not.
Helping in planning, monitoring and evaluation	SROI has an explicit procedure to allow stakeholders to participate in the PM&E process
Applied in a medium to long term time frame (3 - 10 years)	LFA and RBM are less able to capture and measure unplanned results compared to SROI
Applying quantitative as well as qualitative indicators and objectives	SROI (mainstream social business practice in USA and EU) focuses on outcome and defines impact happening at the time of outcome. LFA and RBM also on impact at a later stage
	RBM has a strong linkage between management and M&E whereas LFA and SROI can be more separate functions from management.

http://contextinternationalcooperation.files.wordpress.com/2010/11/sroi-practical-guide_context-international-cooperation.pdf, retrieved 24 August 2013

Purpose

'What is a noble goal? ……
It means listening when conversing, showing kindness and compassion, being generous and giving. It also includes caring for our community and environment,... It is, in fact, the ultimate expression of integrity — a deep alignment between words and deeds.'

          - Irene Ong

| SCOPE SETTING | → | MAPPING OUTCOMES | → | EVIDENCING OUTCOMES | → | ESTABLISHING IMPACT | → | CALCULATING THE SROI | → | REPORTING, USING & EMBEDDING |

http://www.socialassets.org/what-is-sroi/methodology/, retrieved 24 August 2013
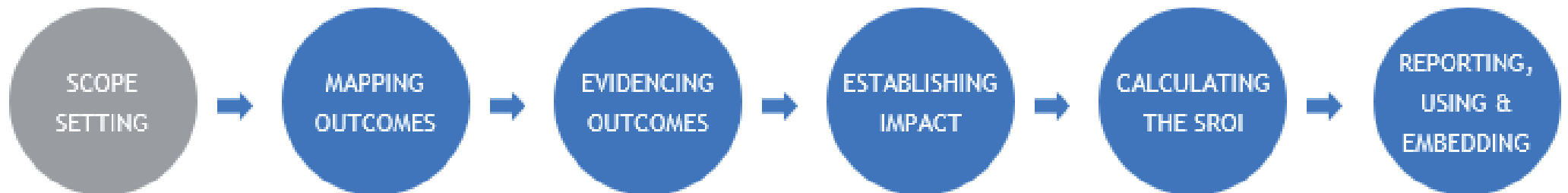
Preparation

➢ Read up on project
➢ Fix a time and date
➢ Divide roles
➢ Logistics
➢ Programme on a whiteboard/ flip chart
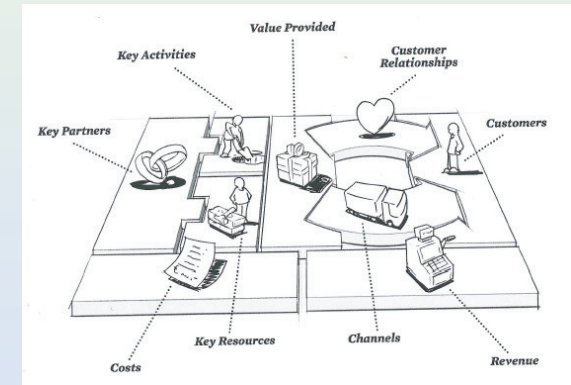
Setting Purpose

- On a white board
- Keep it visible, keep on track
- Post it Notes
- Describe your project building blocks
- Continuous data collection

Clark T, Osterwalder A, Pigneur Y, 2012, Business Model You, ISBN 978-1-118-15631-5, published by John Wiley and sons
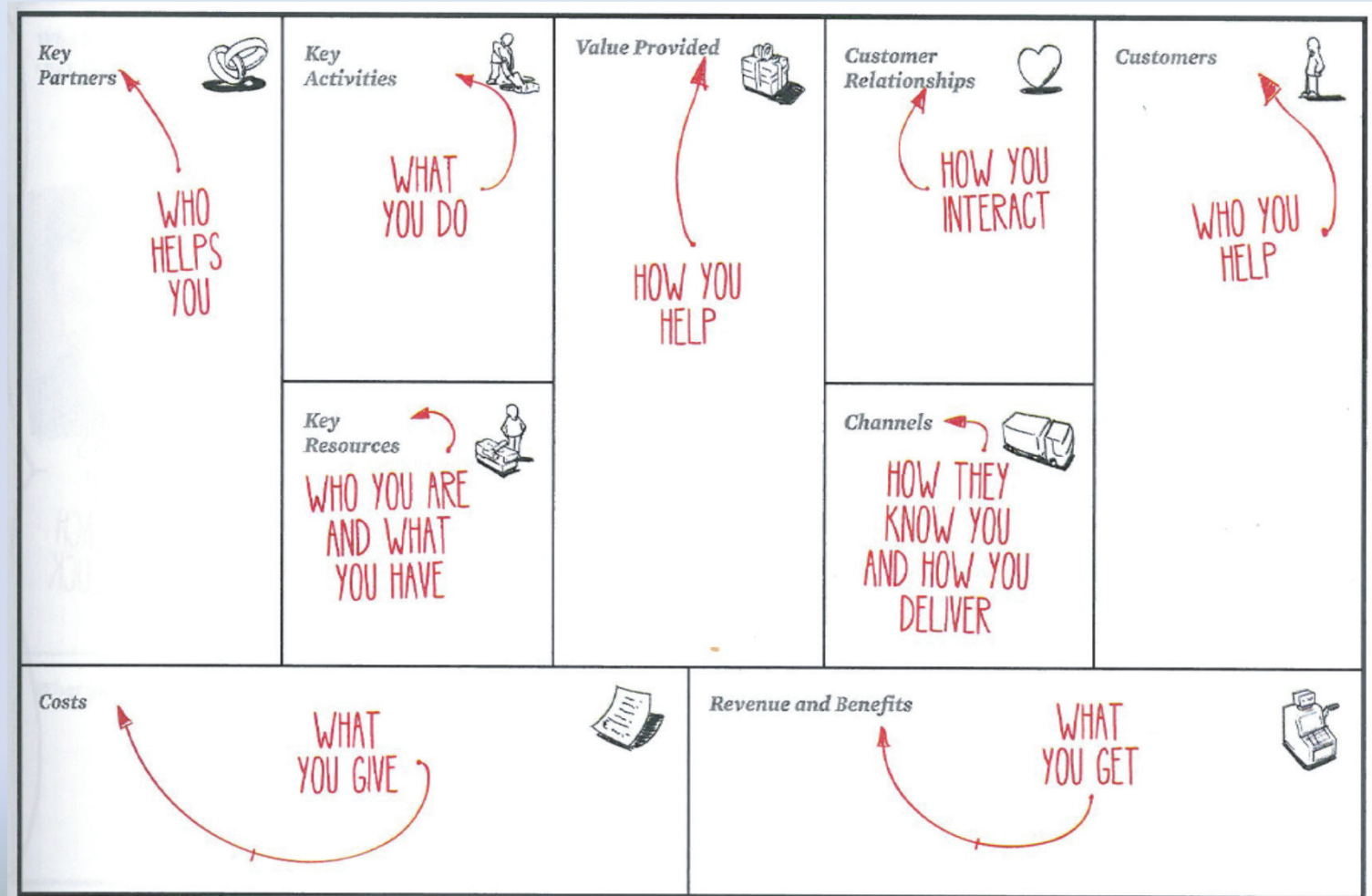
Setting Purpose (cont)

➢ Al Gore's white board for An Inconvenient Truth

➢ From Vice President USA to An Inconvenient Truth

➢ Core interests

➢ Extended customer base outside US and politics

➢ Adopted new media

Clark T, Osterwalder A, Pigneur Y, 2012, Business Model You, ISBN 978-1-118-15631-5, published by John Wiley and sons
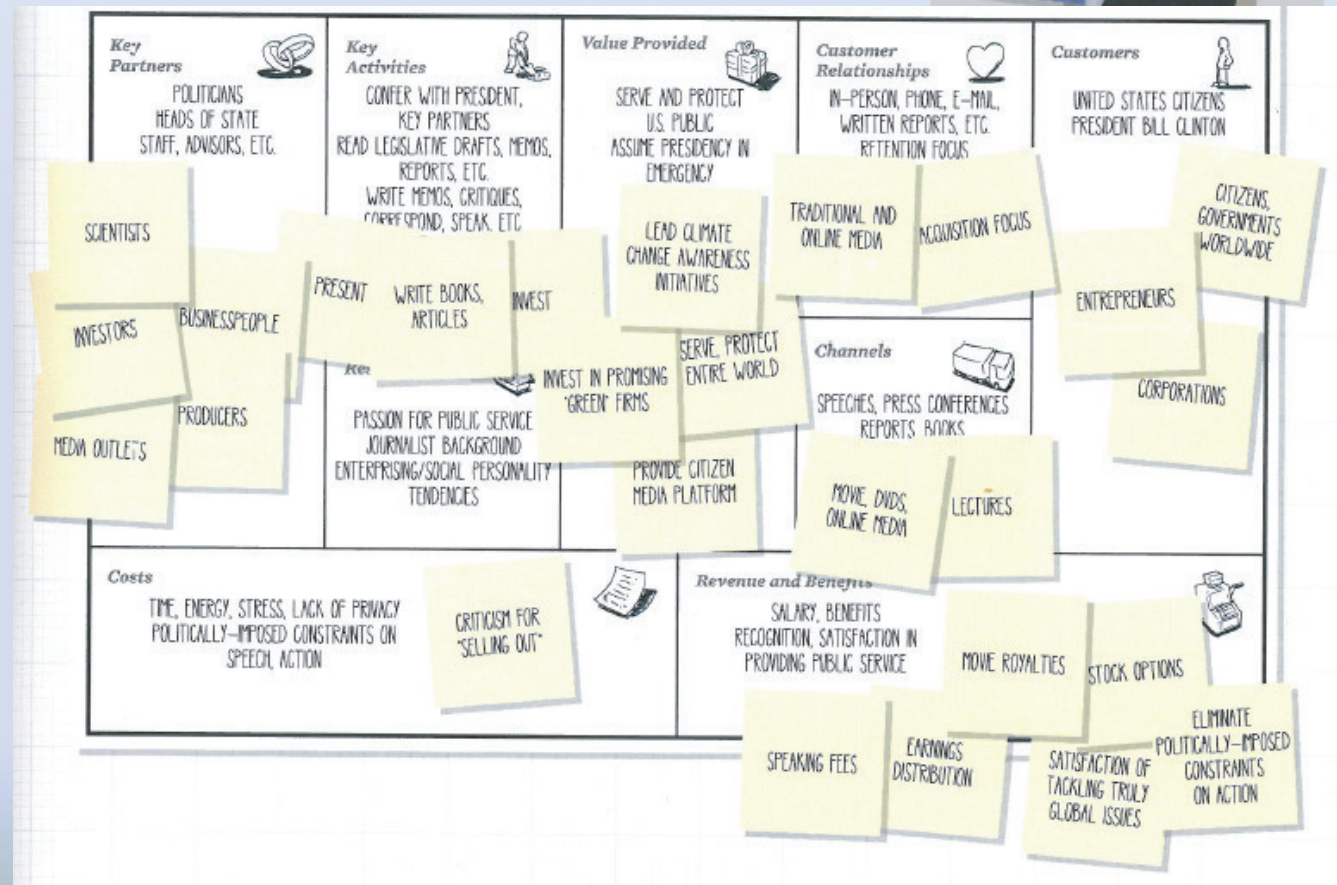
Assessing what Information is Needed and Who Needs it

- ➤ Reflect
- ➤ Changes over time
- ➤ What is your purpose?
- ➤ Risk assess information requirements
- ➤ What are the sensitivities
- ➤ Timeline

The stages of an SROI analysis include	SROI principles
1. Establishing scope and identifying stakeholders	• Involve stakeholders
2. Mapping outcomes	• Understand what changes
3. Evidencing outcomes and giving them a value	• Value what matters
	• Include only what's material
4. Establishing impact	• Avoid over-claiming
5. Calculating the SROI	• Be transparent
6. Reporting, using, and embedding	• Verify the result

'It is not normal to know what we want. It is a rare and difficult psychological achievement.'
Abraham Maslow

http://www.nef-consulting.co.uk/wp-content/uploads/Growing-Social-Capital-SROI-March-2012.pdf, retrieved 24 August 2013

Setting the Protocols for Access to the Information Database

➢ Security
➢ Protocols
➢ Sensitive information
➢ Preservation
➢ Audits
➢ Registry
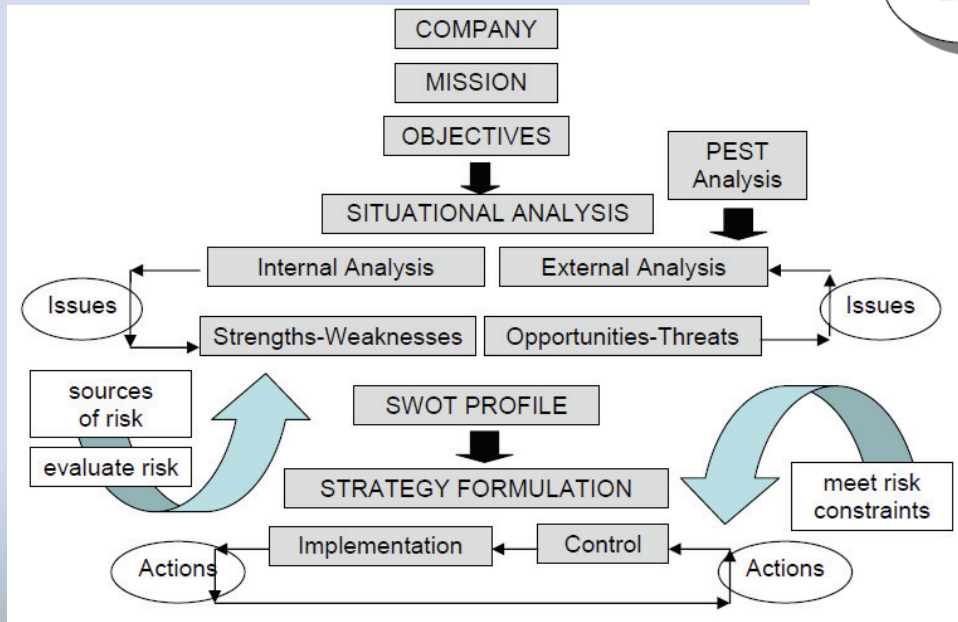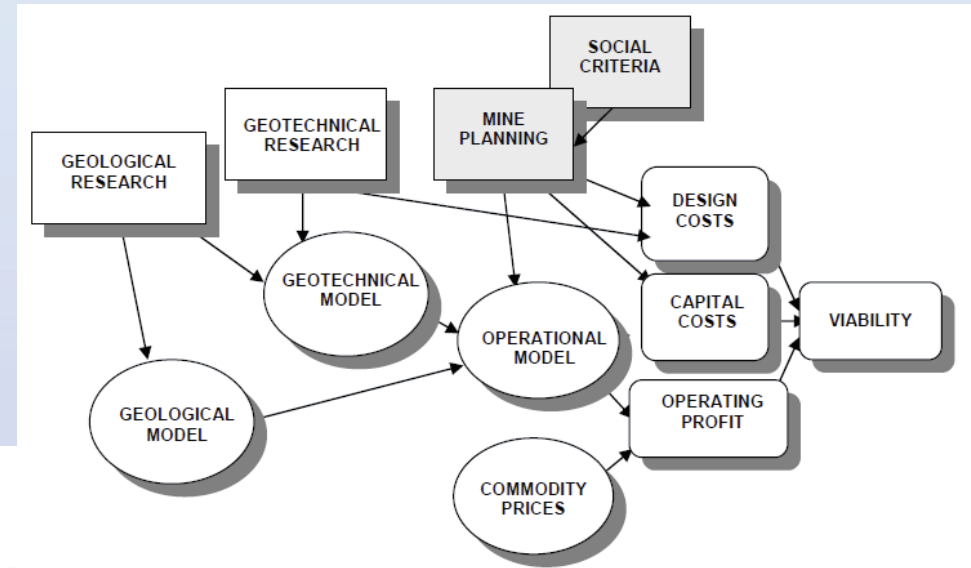
http://www.mining.ubc.ca/files/SocialLicense/Final%20MPES%20Paper.pdf, retrieved 01 December 2012

Setting the Protocols for the Dissemination of Information

➢ Regulatory requirements
➢ Every project is different
➢ PEST SWOT

POLITICAL		ECONOMIC	
• GOVERNMENT TYPE & STABILITY • FREEDOM OF PRESS, RULE OF LAW, LEVELS OF BUREAUCRACY & CORRUPTION • REGULATION & DE-REGULATION TRENDS • SOCIAL & EMPLOYMENT LEGISLATION • TAX POLICY, TRADE & TARIFF CONTROLS • ENVIRONMENTAL & CONSUMER-PROTECTION LEGISLATION • LIKELY CHANGES IN POLITICAL ENVIRONMENT		• STAGE OF BUSINESS CYCLE • CURRENT & PROJECT ECONOMIC GROWTH, INFLATION AND INTEREST RATES • UNEMPLOYMENT, • LABOR SUPPLY, COSTS • LEVELS OF DISPOSABLE INCOME & INCOME DISTRIBUTION • IMPACT OF GLOBALIZATION • LIKELY IMPACT OF TECHNOLOGICAL OR OTHER CHANGE ON ECONOMY • LIKELY CHANGES IN THE ECONOMIC ENVIRONMENT	
SOCIAL-CULTURAL		TECHNOLOGICAL-ENVIRONMENTAL	
• POPULATION GROWTH & AGE PROFILE • HEALTH, EDUCATION, SOCIAL MOBILITY: ATTITUDES TO THESE • POPULATION EMPLOYMENT PATTERNS, JOB MARKET, ATTITUDES TO WORK • PRESS ATTITUDES, PUBLIC OPINION, SOCIAL ATTITUDES & SOCIAL TABOOS • LIFESTYLE CHOICES, ATTITUDES TO THESE SOCIO-CULTURAL CHANGES		• IMPACT OF EMERGING TECHNOLOGIES • IMPACT OF INTERNET, REDUCTION IN COMMUNICATIONS COSTS & INCREASED REMOTE WORKING • RESEARCH & DEVELOPMENT ACTIVITY • IMPACT OF TECHNOLOGY TRANSFER	

STRENGTHS	WEAKNESSES
• ADVANTAGES OF PROPOSITION? • CAPABILITIES? • COMPETITIVE ADVANTAGES? • RESOURCES, ASSETS, PEOPLE? • EXPERIENCE, KNOWLEDGE, DATA? • FINANCIAL RESERVES, LIKELY RETURNS? • MARKETING-REACH, DISTRIBUTION, AWARENESS? • INNOVATIVE ASPECTS? • LOCATION & GEOGRAPHICAL? • PRICE, VALUE, QUALITY? • ACCREDITATIONS. QUALIFICATIONS.	• DISADVANTAGES OF PROPOSITION? • GAPS IN CAPABILITIES? • LACK OF COMPETITIVE STRENGTH? • REPUTATION, PRESENCE & REACH? • FINANCIALS? • OWN KNOWN VULNERABILITIES? • TIMESCALES, DEADLINES & PRESSURES? • CASHFLOW, START-UP CASH-DRAIN? • RELIABILITY OF DATA, PLAN PREDICTABILITY? • MORALE, COMMITMENT, LEADERSHIP? • ACCREDITATIONS. ETC?
OPPORTUNITIES	THREATS
• MARKET DEVELOPMENTS? • COMPETITORS' VULNERABILITIES? • INDUSTRY OR LIFESTYLE TRENDS? • TECHNOLOGY DEVELOPMENT & INNOVATION? • GLOBAL INFLUENCES? • NEW MARKETS, VERTICAL, HORIZONTAL? • NICHE TARGET MARKETS? • GEOGRAPHICAL, EXPORT, IMPORT? • INFORMATION & RESEARCH?	• POLITICAL, LEGISLATIVE EFFECTS? • ENVIRONMENTAL EFFECTS? • IT DEVELOPMENTS? • COMPETITOR INTENTIONS - VARIOUS? • MARKET DEMAND? • NEW TECHNOLOGIES, SERVICES? • VITAL CONTRACTS & PARTNERS? • SUSTAINING INTERNAL CAPABILITIES? • INSURMOUNTABLE WEAKNESSES? • LOSS OF KEY STAFF? • SUSTAINABLE FINANCIAL BACKING? • ECONOMY – HOME & ABROAD?

http://www.mining.ubc.ca/files/SocialLicense/Final%20MPES%20Paper.pdf, retrieved 01 December 2012

Bridging the Divide

- Sensitivity
- Listening
- Responding
- Clarity

Crisis Management	Stakeholders Management	Stakeholders Engagement
Reactive	Proactive	Interactive
Vulnerable	Anticipate	Encourage
Episodic	Regular	Inclusive
Hostile	Defensive	Prepared to change

http://www.som.cranfield.ac.uk/som/dinamic-content/think/documents/CR_Stakeholder.pdf, retrieved 03 December 2012

Implementing Appropriate Tools for Information Management

➢Risk Assessment
➢Protocols
➢Processes

Act, review and report
- Planning and follow-up activities
- Ensuring learning
- Reviewing the engagement
- Assuring your stakeholders

Identify key stakeholders and significant issues
- Mapping stakeholders identifying issues
- Setting strategic objectives
- Prioritising

Significance

Responsiveness

Completeness

Thinking and planning

Stakeholder engagement

Responding and measuring

Preparing and engaging

Design the process and engage
- Identify the most effective engagement approach
- Design the process

Strengthen engagement capacities
- Strengthen the ability to respond to an issue
- Developing internal skills
- Building stakeholders capacity to engage

Analyse and plans
- Reviewing progress
- Learning from others and identifying partners
- Learning about stakeholders
- Setting stakeholder objectives

Adapted from Stakeholder Engagement Standard AA1000SES
(Institute of Social and Ethical Accountability 2005), http://www.immi.gov.au/about/stakeholder-engagement/_pdf/stakeholder-engagement-practitioner-handbook.pdf, retrieved 03 December 2012

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Social Media, Cyber Economics and SROI

➢ Benefits management
➢ Stakeholder mapping

Social Media Landscape

"Not everything that counts can be counted, and not everything that can be counted counts."

Media and SROI

- Social accountability
- Cross sector communication
- Strategies for market penetration

Social Mapping and SROI

➢ Social network analysis

➢ Smart networking

- Central connectors
- Brokers
- Peripheral specialists
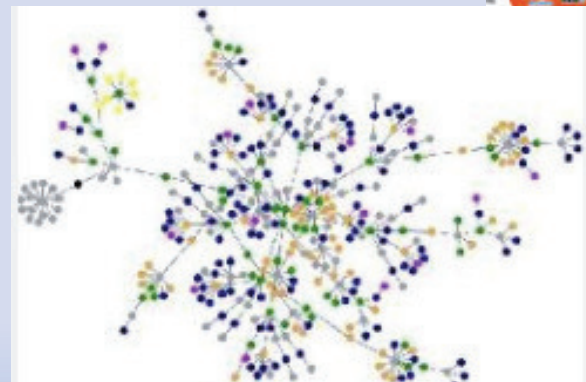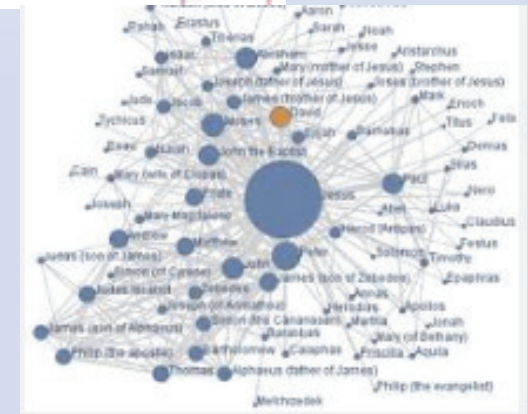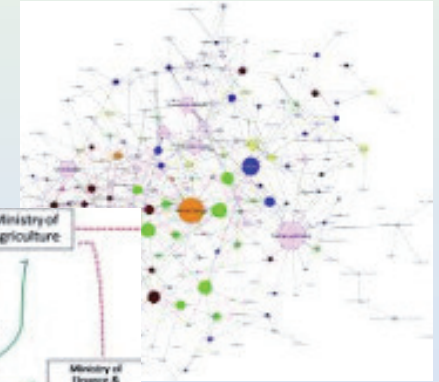
Case Studies-
Document and Process Management

- ➢ Mipela
    - ➢ X Info Connect
    - ➢ X Info Maps
    - ➢ X Info dbyd
    - ➢ X Info Aware

- ➢ Services
- ➢ Projects
- ➢ System implementation
- ➢ Support

http://www.mipela.com.au/products.html, retrieved 24 August 2013
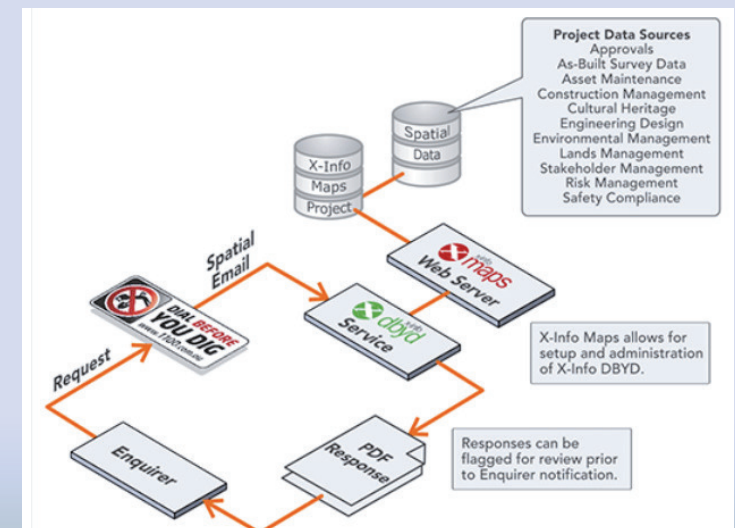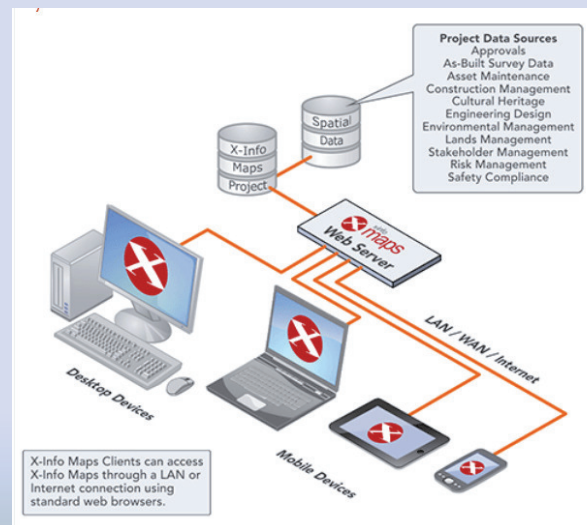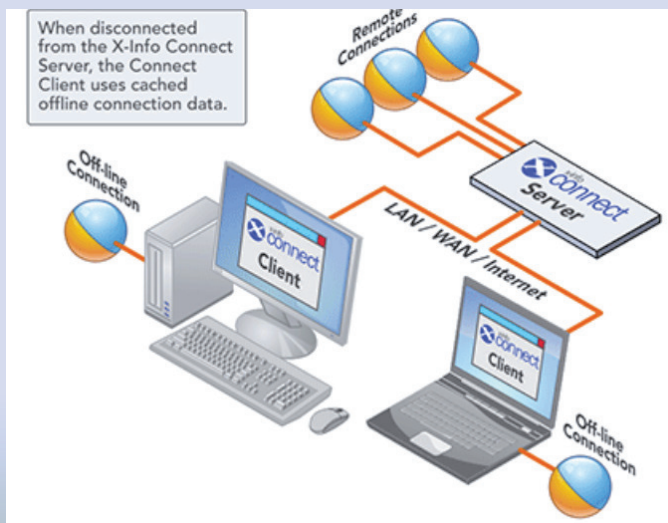
Case Studies-
Document and Process Management

➤ Web connect features
  ➤ Industry specific data
  ➤ Rich media fields
  ➤ Dynamic reports
  ➤ Mapping services

➤ Simple interface
➤ Locating information
➤ Adaptive interface
➤ Advanced customisation
➤ Role based security

Document and Process Management

➤ Mipela
    ➤ Process

X-Info Dial Before You Dig at a glance

Enquirer → to → Notification is Referred → where → generating a Detailed

submits Enquiry → Dial Before You Dig system → to Affected asset owners → Automatically Processes the request → PDF Response for the enquirer

X-Info Maps at a glance

Share your → over → using → and **Present** it → aimed at

Spatial Information → the **Cloud** → to **Organise** and **Filter** the data → using a simple **Web Interface** → Non-GIS Professionals
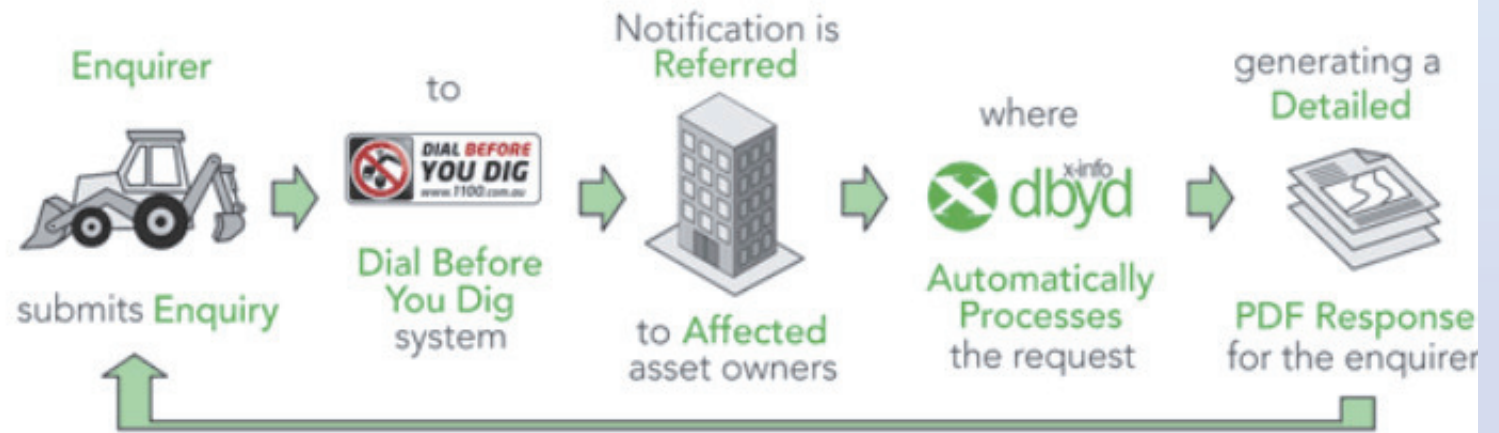
Document and Process Management

- Mipela
  - Connect features
    - Cutomisable forms
    - Import and export
    - Data storage
    - Locating Information
    - Maps integration
    - Procedures
    - Dynamic reporting
    - Dashboard
    - Security
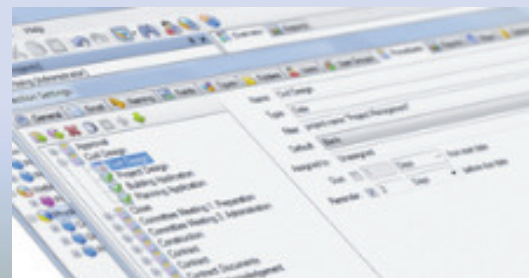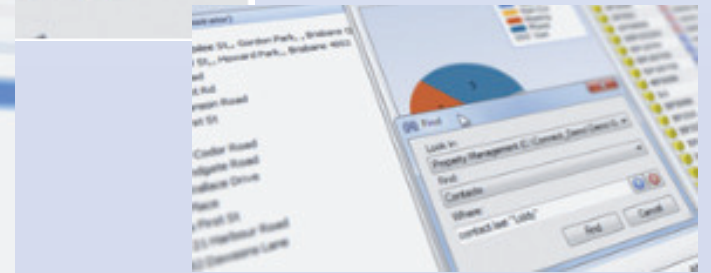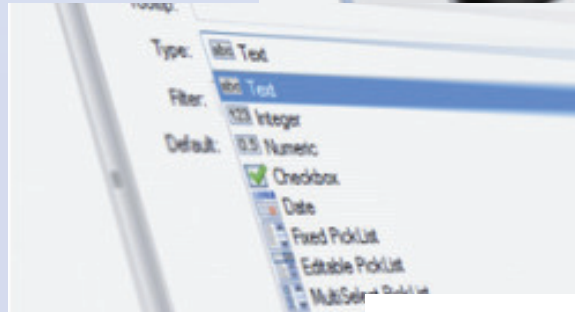
Document and Process Management

- ➤ Mipela
  - ➤ Maps features
    - ▪ Searching and querying
    - ▪ Map mark up
    - ▪ Layer control
    - ▪ Customised views
    - ▪ Printing and map output
    - ▪ System administration
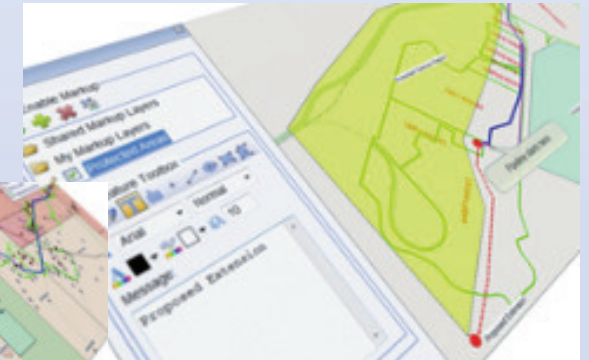
Data Capture

➤ X Info Aware

Case Studies –

- Borealis
  - CSR Software
- Active directory integration
- Scalability
- Customise
- Security
- Dedicated servers
- Disaster recovery and high availability
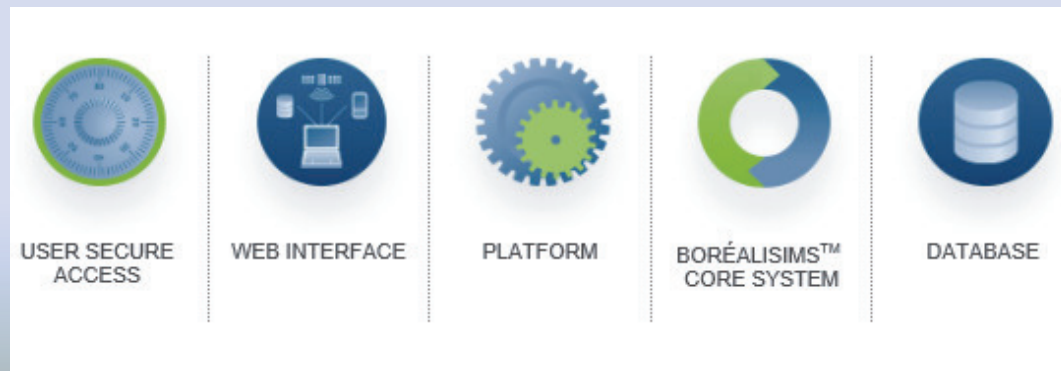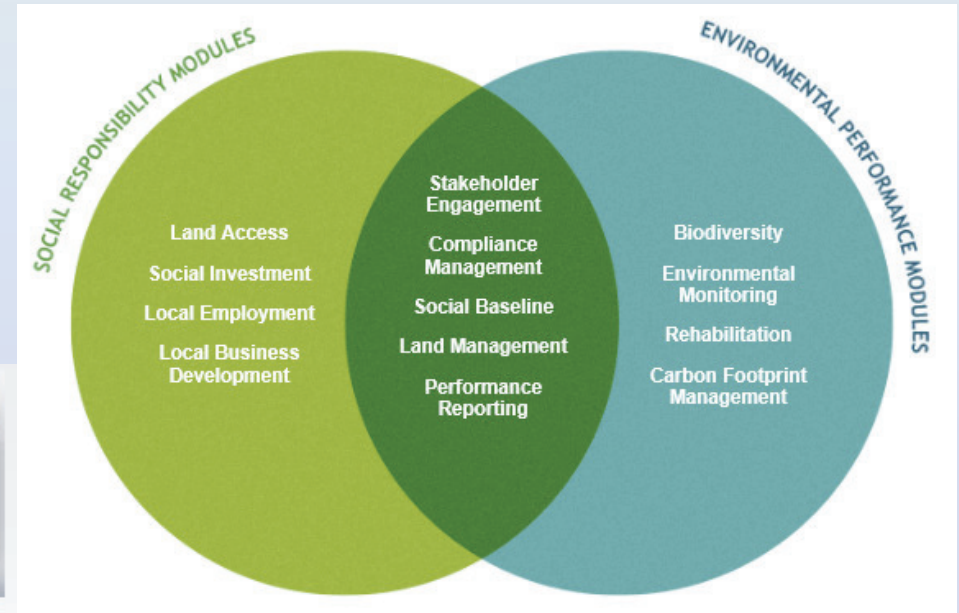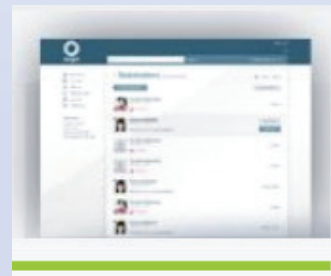
Case Studies-

➢ Primavera
➢ Project
➢ Trello
➢ Document management systems

Golsby 2009
http://www.crustysocks.com/video/Value-chains-01__IljYS-IKyz0.html, retrieved15 August 2012

Workshop Presentation

Achieving SROI and Measuring Community Engagement

Tuesday 27 August 2013 1.00pm

Thank you.
Any Questions?

Allison Golsby

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