



FROM THE BOOK

Standing in the Middle

Standards Crosswalk

A practice-by-practice map to the standards your lenders, auditors,
and boards will measure the work against.

100

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CHAPTER TABLES

LENDERS

IFC Performance
Standards

BANKS

Equator Principles
(EP4)

HUMAN RIGHTS

UN Guiding Principles
and UNGP 31

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How to use this crosswalk

This crosswalk accompanies my book *Standing in the Middle: 100 Field Practices for Mediating Between Mines and Communities*. The book teaches craft. But most readers also work under standards: the IFC Performance Standards on Environmental and Social Sustainability (January 1, 2012) that international lenders apply, the Equator Principles (EP4, July 2020) that over a hundred financial institutions use to screen large projects, and the UN Guiding Principles on Business and Human Rights (2011), whose Principle 31 sets the effectiveness criteria every serious grievance mechanism gets measured against. When a lender's consultant asks how your engagement program lines up with PS1, or an auditor works through your grievance mechanism against UNGP 31(a) to (h), this document tells you which of the 100 practices you are already using and where each one connects. The book's back matter promises this crosswalk at thomasgaultier.com/resources/sitm; this is it.

One thing it is not: legal or compliance advice. The standards texts govern, not this table. A practice can support a requirement without satisfying it, and no crosswalk substitutes for reading PS1 paragraph 30 yourself before you sit in front of an auditor. I verified every citation below against the published texts of the three instruments named above; where a standard has been updated since, check the edition your lender applies. If a mapping here and the standard's own words ever seem to pull apart, the standard wins.

How to read the tables: one table per chapter, twenty-two in all, grouped under the book's five parts. IFC references are to the numbered paragraphs of each Performance Standard, so PS1 §30 means paragraph 30 of Performance Standard 1. EP4 references are to Principles: P5 is Principle 5 (Stakeholder Engagement), P6 is Principle 6 (Grievance Mechanism). UNGP references are to Guiding Principles; lowercase letters are Principle 31's effectiveness criteria, from (a) legitimate to (h) based on engagement and dialogue. A blank cell is deliberate. Much of this work is craft that the standards assume but never codify, and I would rather leave a cell empty than invent a paragraph number. Where the note names a standard beside blank cells, the practice underpins the quality of compliance without a specific clause to point to.

Part I: Communication and Facilitation Techniques

Chapter 1: Listening as the First Instrument

#	Practice	IFC PS	EP4	UNGP	Note
1	Listen to understand, not to reply				Craft foundation for PS1 §30 consultation quality.
2	Paraphrase and check before you respond				Verification habit behind accurate, documented consultation.
3	Use silence on purpose				Listening craft that lets real concerns surface.
4	Ask short, open questions				Questioning craft; keeps consultation two-way and honest.
5	Ask people what they need in order to feel heard				Participants shape the format; culturally appropriate engagement.

Chapter 2: Speaking to Be Understood

#	Practice	IFC PS	EP4	UNGP	Note
6	Trade the jargon for the thing it means	PS1 §30			Information must be understandable to affected communities.
7	Translate technical facts into daily life	PS1 §30			Meaningful, accessible information in daily-life terms.
8	Take notes in the open and say why	PS1 §30			Open documentation of consultation builds trust.
9	Write every concern where the room can see it	PS1 §30			Concerns recorded visibly; consultation documented.
10	Repeat the key points back before you close	PS1 §30			Closes the two-way loop with a shared record.

Chapter 3: Facilitating the Room

#	Practice	IFC PS	EP4	UNGP	Note
11	Open with a question everyone can answer	PS1 §30	P5		Enables meaningful participation from the first minute.
12	Give every voice an equal turn	PS1 §30	P5		Inclusive engagement; women, elderly, youth heard equally.
13	Let them propose the solution before you do	PS1 §31	P5		Informed participation; community views shape the decision.
14	Start where agreement is easy	PS1 §30	P5		Sequencing craft that makes consultation productive.
15	End every meeting with who does what by when	PS1 §30	P5		Agreed actions documented, owned, and dated.

Chapter 4: Across Languages and Cultures

#	Practice	IFC PS	EP4	UNGP	Note
16	Brief your interpreter before anyone speaks	PS1 §30	P5		Culturally appropriate consultation in local languages.

#	Practice	IFC PS	EP4	UNGP	Note
17	Speak in short sentences and pause	PS1§30	P5		Keeps translated messages understandable.
18	Watch the faces, not the interpreter	PS1§30	P5		Verifies that information actually landed.
19	Fit the process to how decisions are really made	PS1§30; PS7 §10	P5		Process fits community decision-making; sufficient time.
20	Read silence before you fill it	PS1§30	P5		Silence is not documented agreement.

Part II: Interest and Need Management

Chapter 5: Mapping Interests and Fears

#	Practice	IFC PS	EP4	UNGP	Note
21	List every group's interests and fears before you engage	PS1 §26	P5	18(b)	Stakeholder analysis; understand concerns before engaging.
22	Read the file of past promises before the new meeting	PS1 §25	P5		Engagement is ongoing; the record carries it.
23	Settle internally what you can offer				Mandate discipline behind PS1 §30 and EP4 P5 good-faith engagement.
24	Name the triggers and plan around them				Preparation craft for PS1 and EP4 P5 engagement quality.
25	Hand everyone the same one-page picture	PS1 §29	P5		Relevant information disclosed to everyone alike.

Chapter 6: Surfacing the Voices That Carry Risk

#	Practice	IFC PS	EP4	UNGP	Note
26	Ask who is not in the room	PS1 §27; PS7 §8	P5	18(b)	Reach the vulnerable and the unidentified affected.
27	Map the informal leaders, not just the official ones	PS1 §27	P5		Verify representatives actually represent community views.
28	Talk to your critics, not only your allies	PS1 §26	P5		The stakeholder range includes opponents.
29	Tell veto power apart from symbolic influence	PS1 §26	P5		Analysis weighs real decision power.
30	Never run on a single source	PS1 §27	P5		Cross-checking keeps representation reliable.

Chapter 7: Gender and Generation as Interests

#	Practice	IFC PS	EP4	UNGP	Note
31	Consult women on their own terms	PS1 §31; PS7 §14	P5	18(b)	Women's views captured, separate forums if needed.
32	Schedule around the lives people actually lead	PS1 §27	P5		Differentiated measures so the busy can participate.
33	Give youth their own channel	PS1 §30	P5		Inclusive engagement names youth explicitly.
34	Manage job expectations before they manage you	PS1 §29	P5		Honest project information prevents inflated expectations.
35	Make gender a shared concern and include men	PS1 §31	P5		Men's and women's concerns both reflected.

Chapter 8: Translating Needs into Negotiable Terms

#	Practice	IFC PS	EP4	UNGP	Note
36	Put livelihood at the center, not cash	PS5 §§25, 28			Cash alone rarely restores livelihoods.

#	Practice	IFC PS	EP4	UNGP	Note
37	Explain how the number was reached before you say it	PS5 §9			Compensation standards transparent and consistently applied.
38	Walk the land before you survey it	PS5 §10; PS7 §§13, 14			Identify customary use before survey or purchase.
39	Offer a choice, not a single take-it-or-leave-it	PS5 §§10, 20			Choices among feasible options are required.
40	Leave room between the offer and the answer	PS5 §10; PS7 §10			Unpressured decisions; time for legitimate process.

Part III: Process Management

Chapter 9: Designing Your Presence

#	Practice	IFC PS	EP4	UNGP	Note
41	Be there before the crisis, not only during it	PS1§25	P5		Engagement is ongoing, not crisis-triggered.
42	Say what you can and cannot decide, early				Honesty craft; protects engagement credibility.
43	Small reliable updates beat rare big announcements	PS1§36			Regular reporting rhythm to affected communities.
44	Promise only what you can keep				Discipline behind trackable, keepable commitments.

Chapter 10: Managing the Company Side

#	Practice	IFC PS	EP4	UNGP	Note
45	Hold the discomfort of the middle				Practitioner stance; no standard mandates it.
46	Write down every commitment and who made it	PS1§16	P5		Commitments recorded with owners; agreed actions documented.
47	Push back when timelines ignore community readiness				Guards consultation quality against schedule pressure.
48	Report the bad news upward, unfiltered	PS1§24			Senior review needs unfiltered field data.

Chapter 11: Working With Government and Authorities

#	Practice	IFC PS	EP4	UNGP	Note
49	Map the whole chain of authority before you start	PS1§26			Government actors are stakeholders to map.
50	Never go over local government's head	PS1§33			Collaborate with responsible government agencies.
51	Keep government's promises separate from yours	PS1§33			Keep state obligations distinct from yours.
52	Read the political calendar				Timing craft for engagement, not a requirement.

Chapter 12: Managing Expectations and Delivering Bad News

#	Practice	IFC PS	EP4	UNGP	Note
53	Set the real expectation in the first meeting	PS1§29			Early, honest disclosure of scope and limits.
54	Kill "we will try"				Precision feeds trackable commitments.
55	Deliver bad news in person				Delivery craft; respect carries the message.
56	Plan the second meeting				Follow-through craft after hard news.

Chapter 13: Exit and Sustainable Handover

#	Practice	IFC PS	EP4	UNGP	Note
57	Plan your exit from day one				Sustainability craft; capacity outlives the practitioner.
58	Train your successors early				Succession keeps engagement capacity alive.
59	Fade out, do not vanish				Exit craft; continuity of relationships.
60	Leave written guides, then come back to check				Written process survives turnover; verify later.

Part IV: De-escalation of Tension and Conflict

Chapter 14: Reading and Cooling the Room

#	Practice	IFC PS	EP4	UNGP	Note
61	Catch tension while it is still a whisper				Early reading averts escalation.
62	Separate the issue from the person				Keeps problem-solving possible in a heated room.
63	Turn blame into a need				Reframing craft; needs become negotiable.
64	Call the break before the boil				Pacing craft that cools a room.

Chapter 15: Lowering the Temperature by Design

#	Practice	IFC PS	EP4	UNGP	Note
65	Acknowledge the old grievance before the new agenda				Acknowledgment craft; legacy grievances need naming.
66	Break a hot room into small groups				Format craft that lowers temperature.
67	Open a private door for those who cannot speak publicly	PS1 §35; PS2 §20		31(b)	Safe channels; no retribution, reprisal fears addressed.
68	Point back to the shared goal				Shared interests pull parties off positions.

Chapter 16: Rumor and Misinformation

#	Practice	IFC PS	EP4	UNGP	Note
69	Ask what they have heard before you tell them anything				Listening craft applied to rumor.
70	Correct calmly, with evidence	PS1 §34			Assess and respond to circulating claims.
71	Move the truth through trusted local voices				Messenger craft; trust carries truth.
72	Keep a rumor log	PS1 §34			Register, track, and document responses.

Chapter 17: The Flashpoints of Extractive Work

#	Practice	IFC PS	EP4	UNGP	Note
73	Answer dust, noise, and vibration fast	PS1 §35; PS4 §5			Prompt response to community health irritants.
74	Take the complaint seriously even when the data says compliant	PS1 §35; PS4 §5			Lived experience counts alongside compliance data.
75	Tell the community about the incident before social media does	PS1 §21; PS4 §11			Emergency information goes to communities first.
76	Meet a protest as a signal, not an enemy	PS1 §35		29	Protest signals a failed grievance channel.

Chapter 18: Regulating the Instrument: You

#	Practice	IFC PS	EP4	UNGP	Note
77	Know your own triggers				Self-regulation craft; the mediator is the instrument.
78	Scan the space the moment you arrive				Arrival craft; situational awareness.
79	Ground yourself so you can steady the room				Calm is contagious; regulate yourself first.
80	Debrief the hard day and guard your boundaries				Practitioner sustainability, which no standard codifies.

Part V: Accountability and Transparency Mechanisms

Chapter 19: Commitments and Their Tracking

#	Practice	IFC PS	EP4	UNGP	Note
81	Treat the commitment register as your most important document	PS1§16	P5		Actions tracked with indicators and responsibilities.
82	Log every promise with an owner and a date	PS1§16	P5		Owners, dates, measurable events.
83	Audit for overdue commitments before they become grievances	PS1§23			Internal audit catches slippage early.
84	Hand over the register when staff change				Keeps PS1 §16 tracking alive through turnover.
85	Show the community the tracker	PS1§36			Progress reported to affected communities.

Chapter 20: Grievances People Trust

#	Practice	IFC PS	EP4	UNGP	Note
86	Explain the grievance path in plain steps	PS1§35	P6	31(b), (c)	Known, understandable process with clear steps.
87	Document the grievance without coloring it	PS1§35	P6	31(a)	Fair, accurate records enable trust.
88	Promise a timeline and keep people updated	PS1§35	P6	31(c), (e)	Time frames plus progress updates.
89	Build the remedy with the complainant	PS1§35	P6	31(h)	Dialogue as the means of resolution.
90	Close only when they say it is closed	PS1§35	P6	31(h)	No unilateral outcomes; closure is agreed.

Chapter 21: Documentation and Institutional Memory

#	Practice	IFC PS	EP4	UNGP	Note
91	Record every interaction so memory cannot be disputed	PS1§30	P5, P6		Consultation documented; records settle disputes.
92	Share the summary within 48 hours	PS1§30	P5, P6		Shared record prevents competing versions.
93	Use one standard log across the whole team	PS1§30	P5, P6		Consistent documentation across the team.
94	Capture the emotional tone, not just the facts		P6		Early detection strengthens the grievance channel.
95	Store records so they survive turnover		P6		Records that outlast staff keep mechanisms working.

Chapter 22: Making the Process Visible

#	Practice	IFC PS	EP4	UNGP	Note
96	Make trust a structure people can inspect	PS1§25			Engagement elements are the inspectable trust mechanisms.
97	Keep monitoring and grievance trends in public view	PS1§36		31(e)	Published performance data builds confidence.
98	Show people how their feedback changed a decision	PS1§31	P5	31(g)	Show how concerns changed decisions.
99	Co-monitor so the data is theirs too	PS1§22		20(b), 31(h)	Community participation in monitoring itself.
100	Be honest about what you still do not know	PS1§30		31(e)	Transparent, objective information includes its gaps.

If you are being audited against...

The reverse view. Each list gives the practices that carry the most weight when someone assesses you against that requirement. Start there.

A blank cell is deliberate. Much of this work is craft the standards assume but never codify; an empty cell beats an invented paragraph number. Where the note names a standard beside blank cells, the practice underpins the quality of compliance without a specific clause to point to.

IFC Performance Standard 1 (stakeholder engagement, grievance mechanism, reporting)

- Practice 19: Fit the process to how decisions are really made
- Practice 25: Hand everyone the same one-page picture
- Practice 27: Map the informal leaders, not just the official ones
- Practice 31: Consult women on their own terms
- Practice 43: Small reliable updates beat rare big announcements
- Practice 81: Treat the commitment register as your most important document
- Practice 86: Explain the grievance path in plain steps
- Practice 90: Close only when they say it is closed
- Practice 98: Show people how their feedback changed a decision
- Practice 99: Co-monitor so the data is theirs too

IFC Performance Standard 5 (land acquisition, compensation, livelihood restoration)

- Practice 36: Put livelihood at the center, not cash
- Practice 37: Explain how the number was reached before you say it
- Practice 38: Walk the land before you survey it
- Practice 39: Offer a choice, not a single take-it-or-leave-it
- Practice 40: Leave room between the offer and the answer

IFC Performance Standard 7 (Indigenous Peoples and FPIC)

- Practice 19: Fit the process to how decisions are really made
- Practice 26: Ask who is not in the room
- Practice 31: Consult women on their own terms
- Practice 38: Walk the land before you survey it
- Practice 40: Leave room between the offer and the answer

Equator Principles, Principle 6 (grievance mechanism)

- Practice 86: Explain the grievance path in plain steps
- Practice 87: Document the grievance without coloring it
- Practice 88: Promise a timeline and keep people updated

- Practice 89: Build the remedy with the complainant
- Practice 90: Close only when they say it is closed

The record-keeping practices, 91 to 95, back these five. An assessor will usually ask for Practice 91 (Record every interaction so memory cannot be disputed) and Practice 95 (Store records so they survive turnover) first.

UN Guiding Principles, Principle 31 (effectiveness criteria for grievance mechanisms)

- Practice 86: Explain the grievance path in plain steps
- Practice 87: Document the grievance without coloring it
- Practice 88: Promise a timeline and keep people updated
- Practice 89: Build the remedy with the complainant
- Practice 90: Close only when they say it is closed
- Practice 97: Keep monitoring and grievance trends in public view
- Practice 98: Show people how their feedback changed a decision
- Practice 99: Co-monitor so the data is theirs too
- Practice 100: Be honest about what you still do not know

Standing in the Middle: 100 Field Practices for Mediating Between Mines and Communities sits alongside the six core books of the Social Accord Architecture methodology: Social Accord Architecture, Mediating Extractive Conflicts, The Human Shock Absorber, When the Mine Arrives, Social Risk for Boards, and Rebuild Grounds. For speaking, training, and advisory inquiries: thomas@thomasgaultier.com.

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