STAKEHOLDER ENGAGEMENT AND GRIEVANCE MECHANISMS FOR PROJECT-AFFECTED COMMUNITIES

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What does good stakeholder engagement mean to you?

“Stakeholder engagement is the basis for building strong, constructive, and responsive relationships that are essential for the successful management of a project’s environmental and social impacts”
Level of Risk Drives Level of Effort

- Public Consultation
- Disclosure
- Negotiation
- Informed Participation

Other Interested Stakeholders

Adversely Impacted Persons

Significantly Impacted Persons

Active Engagement
Information Sharing
WHERE AND HOW TO BEGIN

General Public

National Government Agencies

Investors

Illegal settlers

Community Enterprises / CBOs

Employees from communities

Local government / Mayors

Affected Communities

Settlers / Encroachers

Service Providers

Buyers / Customers

Civil Societies

Media

Project
STAKEHOLDER MAPPING

- Identify/locate all potential stakeholders
- Understand their “stake”
- How project can affect them / how they can affect the project
- Who influences whom?
- Prioritize engagement efforts
SOME COMMONLY USED TOOLS FOR STAKEHOLDER MAPPING

Impact Zone Mapping

Venn Diagram

- Standards Bodies
- Special Interest Groups
- Developers
- Funders; Potential Funders
- Internet2
- Federations; User Organizations
- URGENCY
  - Related Products
- POWER
- LEGITIMACY
Some Commonly Used Tools for Stakeholder Mapping

How to keep happy people happy and turn unhappy ones into project supporters?

- Influence (high, medium, low)
- Impact (high, medium, low)
- Support (positive, neutral, negative)
Stakeholder Types

- Primary Stakeholders – directly affected
- Secondary Stakeholders – indirectly affected
- Influencing Stakeholders
- Sub-groups – within each of the above categories
Sample Stakeholder Mapping Table

<table>
<thead>
<tr>
<th>STAKEHOLDER GROUPS</th>
<th>Degree of Influence on Project Outcomes (H/M/L)</th>
<th>Degree Impacted by Project (H/M/L)</th>
<th>Position vs. Project - Supportive - Neutral - Opposed</th>
<th>How will We Engage this Group? - Issues - Methods</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Agencies</td>
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<tr>
<td>Affected Communities</td>
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<tr>
<td>Sub-groups: Fishing Villages; Indigenous groups; Women; Elders; Youth; Religious Minorities, etc.</td>
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<tr>
<td>Neighboring Communities</td>
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<tr>
<td>Trucking Contractors</td>
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<tr>
<td>Business owners</td>
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<tr>
<td>Illegal Settlers</td>
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<tr>
<td>NGOs</td>
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<tr>
<td>Tribal Chiefs</td>
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<td>Politicians or Religious Leaders</td>
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This information should be used to prioritize the stakeholders and level of effort, as well as tailor consultation and information dissemination to the needs and interests of different groups.
WHAT IS “MEANINGFUL” CONSULTATION?

- Informed
- Interactive (Two-way engagement)
- Inclusive
- Iterative
- Influences the decision-making process
- Incorporates access to a Grievance Mechanism
INFORMED

- Sufficient time – information in advance
- Substantive – full description of project
- Understandable – in non-technical terms, Local language, Format they can understand
- Accessible – convenient access to information
INCLUSIVE

- Recognize and accommodate unequal power relationships
- Views of both men & women
- Consider sub-groups (minorities, youth, elders)
- Vulnerable groups who may be unwilling or unable to express themselves in a large public meeting
- “Verify” community representation
Iterative (ongoing) Engagement

A “one-off” public meeting (often the only regulatory requirement for environmental licensing) is usually insufficient for achieving meaningful engagement.
Influences Decision-Making

- Project design & implementation
- Impact mitigation
- Project benefits

Demonstrated incorporation of stakeholder views in the decision-making process
**GRIEVANCE MECHANISMS – PROCESS STEPS**

<table>
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<th>Step</th>
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<tbody>
<tr>
<td>Publicize the mechanism</td>
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<td>Receive and register</td>
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<tr>
<td>Review and investigate</td>
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<tr>
<td>Develop resolution options, respond to grievances, and close out</td>
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<tr>
<td>Monitor and evaluate</td>
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- Multiple access points
- Awareness-raising about the GM
- Systematic tracking (logs & databases)
- Seeking feedback (users and non-users)
- Engaging communities in design of GM
Different Categories of Grievances Require Different Responses

Different Mechanisms
- Internal Mechanisms
- Tri-partite Model
- Independent Mediator

In Low Trust Contexts
- Third Party Verification Model
- (NGO as “witness”)
- Joint fact finding
- Participatory Monitoring

“A mediator hasn’t worked, so I brought in everyone’s moms.”
GUIDANCE ON STAKEHOLDER ENGAGEMENT AND GRIEVANCE MECHANISMS


IFC: Good Practice Note: Addressing Grievances from Project Affected Communities

CAO: A Guide to Designing and Implementing Grievance Mechanisms for Development Projects
THANK YOU!